

Policy & Resources Panel

27 April 2023



Membership:

Councillors: Redstone (Chairman), Evans, Galley, Lambert, Powell and Taylor

You are requested to attend this meeting to be held in the County Hall, East Sussex County Council, St Anne's Crescent, Lewes BN7 1UE at 11.30 am

Quorum: 3

Contact:	Rebecca Smith, Democratic Services Officer 07866 100895 democraticservices@esfrs.org
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Agenda

26. Declarations of Interest

In relation to matters on the agenda, seek declarations of interest from Members, in accordance with the provisions of the Fire Authority's Code of Conduct for Members.

27. Apologies for Absence/Substitutions

28. Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's business items

Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chairman before the start of the meeting. In so doing, they must state the special circumstances which they consider justify the matter being considered urgently.

29. Minutes of the last Policy & Resources meeting held on 19 January 2023

5 - 10

30. Callover

The Chairman will call the item numbers of the remaining items on the open agenda. Each item which is called by any Member shall be reserved for debate. The Chairman will then ask the Panel to adopt without debate the recommendations and resolutions contained in

the relevant reports for those items which have not been called.

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|------------|--|----------------|
| 31. | Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 11 (end February) | 11 - 36 |
| | Report of the Assistant Director Resources/Treasurer | |
| 32. | Productivity and Efficiency Plan 2023/24 | 37 - 76 |
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ABRAHAM GEBRE-GHIORGHIS
Monitoring Officer
East Sussex Fire Authority
c/o Brighton & Hove City Council

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Information for the public

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POLICY & RESOURCES PANEL

Minutes of the meeting of the POLICY & RESOURCES PANEL held at County Hall, East Sussex County Council, St Anne's Crescent, Lewes BN7 1UE at 11.30 am on Thursday, 19 January 2023.

Present: Councillors Azad, Evans, Galley, Lambert, Powell and Taylor

Also present: D Whittaker (Chief Fire Officer & Chief Executive), D Norris (Deputy Chief Fire Officer), M Matthews (Assistant Chief Fire Officer), L Woodley (Deputy Monitoring Officer), D Savage (Assistant Director Resources/Treasurer), L Ridley (Assistant Director Planning & Improvement), M Lloyd (Assistant Director Safer Communities), H Scott-Youlton (Assistant Director Operational Support & Resilience), A Avery (Finance Manager), G O'Reilly (Protection Group Manager), E Curtis (Communications & Marketing Manager), A Blanshard (Democratic Services Manager), R Smith (Democratic Services Officer)

58 Declarations of Interest

It was noted that, in relation to matters on the agenda, no participating Member had any interest to declare under the Fire Authority's Code of Conduct for Members.

59 Apologies for Absence/Substitutions

Apologies were received from Councillor Redstone. Councillor Azad had been appointed to attend as substitute.

In the absence of Councillor Redstone it was necessary for the Panel to appoint a replacement Chairman for the duration of the meeting. Councillor Galley was nominated by Councillor Lambert and this was seconded by Councillor Taylor.

60 Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's business items

There were none.

61 Minutes of the last Policy & Resources meeting held on 10 November 2022

RESOLVED – That the minutes of the meeting of the Policy & Resources Panel held on 10 November 2022 be approved as a correct record and signed by the Chairman.

62 Callover

Members reserved the following items for debate:

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23 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 8 (end November)

25 Fire Authority Service Planning processes for 2023/24 and beyond – Revenue Budget 2023/24 and Capital Asset Strategy 2023/24 to 2027/28

63 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 8 (end November)

The Assistant Director Resources/Treasurer (ADR/T) introduced the report which detailed the findings of the Month 8 monitoring undertaken on the Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27.

The ADR/T informed the Panel that a net revenue overspend of £208,000 was forecast. This was due to a number of pressures including staffing over establishment and overtime within Safer Communities, overtime within Training, utilities and fuel due to inflationary pressures, and unachievable savings. These pressures were partially offset by additional income from business rates and Treasury Management activity, reductions in business rates and underspend in Protection, on call pay and the release of funds from the corporate contingency. The ADR/T commented that the forecast had reduced by £45,000 since Period 6 (P6) with the cost of the backdated support staff pay award and additional equipment purchased in Engineering offset by additional Treasury Management income and the release of the corporate contingency. It was highlighted that there were potential pressures in addition to the forecast overspend resulting from pay offers for grey book staff and inflationary pressures on non-pay spend above the 2% budgeted. With regards to the Capital Budget, the ADR/T informed Members that the slippage had increased since P6, in part due to global supply chain issues which had affected Fleet schemes.

The Panel discussed the additional pressure that may arise from the grey and gold book pay awards. The Chief Fire Officer (CFO) advised Members that national negotiations regarding pay awards were ongoing and the Chairman informed the Panel that the Chair of the National Joint Council (NJC) was aware of the financial pressures facing the Authority.

The Panel queried the current savings position compared to the savings requirement. The ADR/T explained that the primary reason for the underachievement of planned savings was delays in the delivery of projects including IRMP and CRM.

The Panel also questioned the increased slippage on the Capital Programme. The ADR/T informed Members that this was primarily due to worldwide supply chain issues and the impact of inflation requiring project plans to be reviewed. However, the ADR/T highlighted the success of the refurbishment that had taken place at Hove informing Members that phases 1 and 2 had been completed. The Assistant Director Safer Communities (ADSC) encouraged Members to visit the Station to see the work that had

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been carried out and informed them that feedback from staff had been positive.

Members questioned the proportion of the overspend attributed to Groups. The ADSC informed the Panel that this was largely due to wholetime pay and overtime, and pressure caused by IRMP savings which had been delayed but were expected to be delivered by mid-2023.

Members queried the overall projected overspend reported under People Services and sought clarification regarding the use of agency staff and consultants to cover periods of sickness, and whether compulsory redundancies were being considered at this stage. The Chairman advised that there were currently no plans for compulsory redundancies, and the Deputy Chief Fire Officer (DCFO) informed Members that Vacancy Management was taking place, with consideration being given to whether vacant posts were still required or whether there might be a more effective way to carry out a role.

RESOLVED – That the Panel noted:

- i. the risks to the Revenue Budget and projected overspend;
- ii. the risks to the Capital Programme;
- iii. the reduced net forecast drawdown from reserves;
- iv. the grants available and spending plans;
- v. the monitoring of savings taken in 2022/23; and
- vi. the current year investments and borrowing.

64 Suspension of fire service attendance standards to emergency incidents during periods of strike action

The Panel received a report of the Chief Fire Officer (CFO) which asked the Panel to agree to suspending the attendance standards of fire appliances to emergency incidents during periods of strike action. The attendance standards had been agreed by the Fire Authority in June 2018, and the report informed the Panel that during periods of Industrial Action there would be reduced appliance availability. A public communications campaign would be rolled out with important safety messages and making clear that 999 calls would continue to be responded to however the public may have to wait longer for a response during periods of Industrial Action.

RESOLVED – That the Panel agreed to suspend the Authority's attendance standards during periods of industrial action.

65 Fire Authority Service Planning processes for 2023/24 and beyond - Revenue Budget 2023/24 and Capital Asset Strategy 2023/24 to

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2027/28

The Panel received a report from the Assistant Director Resources/Treasurer (ADR/T) which presented the Fire Authority's draft Revenue Budget 2023/24, Capital Strategy 2023/24 – 2027/28 and Medium Term Finance Plan (MTFP) for 2023/24 – 2027/28 for initial consideration prior to its formal consideration by the Fire Authority at its meeting on 9 February 2023. It was emphasised that the proposals put before the Panel were in draft form and that the final decision on both the budget and the precept would be taken by the Fire Authority at their meeting on 9 February 2023.

The Panel was informed that the Government had announced a one-year settlement in December 2022 for 2023/24, accompanied by a Finance Policy Statement which set out the principles on which the 2024/25 settlement would be based. However, Members noted that there remained significant uncertainty over the Authority's future funding for 2024/25 and beyond and therefore the Authority would be required to continue to consider its long-term financial sustainability when setting the budget for 2023/24 and agreeing its MTFP for the next five years. The ADR/T informed the Panel that whilst the provisional Local Government Finance Settlement had delivered a better outcome than had been expected, it would still require the Authority to use reserves to balance its budget for 2023/24 and to make significant additional savings to balance its budget for 2024/25.

It was highlighted that the increased council tax referendum threshold enabled Fire & Rescue Services to put in place a £5 increase in council tax for 2023/24 only, before reverting to 3%. The Panel also heard that there were a number of key elements that were outstanding, including confirmation of fire specific grants and final information regarding business rates from billing authorities. Members were informed that the budget proposals had been developed using modelling assumptions previously agreed by the Fire Authority and that two options were presented for 2023/24 base on a 2.99% council tax increase or a £5 council tax increase, with the budget gap reported as £1.645m for the 2.99% option, and £1.033m for the £5 option. It was proposed that the use of one-off measures during 2023/24 would be used to allow time for the additional savings proposals to be consulted on, approved, and implemented by 1 April 2024. The ADR/T emphasised that while the use of reserves was a legitimate approach to take with regards to balancing the budget, this was not financially sustainable and could not form part of an ongoing budget setting approach.

The Panel acknowledged the difficulty faced in balancing the budget and emphasised that any decisions taken regarding the recommendations would not be taken lightly.

Members discussed the options presented in the report regarding the council tax increase of either 2.99% or £5, and the impact that this could have on which tranches of additional savings would be recommended to the Fire Authority. Members deliberated the potential impact the increase in council tax could have on residents and were informed by the ADR/T that there were

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various schemes in place to support residents with lower incomes with payments. These included local Council Tax Reduction Schemes, existing discounts such as single persons and empty homes, the Council Tax Support Fund and local hardship funds. It was also highlighted that two additional staff were funded jointly by the precepting authorities to enable East Sussex Billing Authorities Revenues & Benefits team to support council tax payers. Responding to a query as to whether the £5 increase was a regressive tax, the ADR/T explained that this £5 increase was based on a band D property rather than £5 on each band, which in the East Sussex area was equivalent to 5% across all bands. With regards to the proposed tranches of additional savings, the Panel acknowledged that any of the proposals would be difficult but that savings would need to be found regardless of which option of council tax was recommended. The Chairman summarised the decision as either opting for a £5 increase in council tax and tranches one to four, or a 2.99% increase in council tax and having to consider all six tranches of savings.

The Panel noted the successful bid for Community Infrastructure Levy (CIL) funding from Lewes District Council, which would part fund the planned enhancements at Barcombe and Seaford Fire Stations. The ADR/T confirmed that work was ongoing in applying for additional CIL grants.

After a lengthy discussion the Panel carefully considered the recommendations presented in the report. When considering the recommendations with regards to increasing council tax levels, Councillor Taylor proposed that the £5 increase in council tax should be recommended to the Fire Authority. This was seconded by Councillor Azad, and the Panel voted unanimously to take forward to the Fire Authority the option involving an increase in council tax of £5 and the additional savings in tranches 1-4.

RESOLVED – That the Panel:

- 1) Noted that:
 - a) the one year settlement as set out in the Local Government Finance Settlement (LGFS) was only provisional at this stage and may be subject to change;
 - b) the East Sussex Business Rate Pool, of which the Authority was a member, had been approved as part of the LGFS, and any income would be transferred into Business Rates Pool Reserve;
 - c) that the Home Office was still to announce the quantum and allocation of fire specific grants for 2023/24; and
 - d) the final council tax and business rate bases and collection fund positions were still awaited and that the final budget proposals may change once this information was received.
- 2) Recommended that the Fire Authority, subject to any changes as a result of recommendation 1, approved:

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- a) an increase in council tax of £5 and thus approves:
- i) the budget proposals set out in this Report and the net budget requirement of £44.658m for 2023/24;
 - ii) the council tax requirement of £31.093m; and
 - iii) the council tax and precepts set out in Appendix F;
 - iv) that the General Balance remains below the Authority’s policy minimum of 5% of the net revenue budget until 2025/26;
 - v) the use of reserves as follows to fund the revenue budget in 2023/24:
 - £0.116m carry forward reserve
 - £0.440m sprinkler reserve
 - £0.080m financial stability reserve
 - £0.164m improvement & efficiency reserve
 - vi) identified the savings proposals listed in tranches 1 to 4 should be taken forwards to meet the additional savings requirement of £1.014m in 2024/25, accepting that some proposals would be subject to public consultation.
- b) the capital programme for the next five years and the capital budget of £9.260m for 2022/23 including the plans to use CIL, capital receipts, revenue contributions and new borrowing to finance capital expenditure;
- c) the fees and charges set out in Appendix C; and
- d) that the Treasurer, in consultation with the Chairman and Chief Fire Officer, be authorised to make any adjustments to the presentation of the budget to reflect the final Local Government Finance Settlement.

The meeting concluded at 12.30 pm

Signed

Chairman

Dated this

day of

2023

EAST SUSSEX FIRE AND RESCUE SERVICE

Meeting Policy & Resources Panel

Date 27 April 2023

Title of Report Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 11 (end February)

By Duncan Savage – Assistant Director Resources/Treasurer

Lead Officer Alison Avery - Finance Manager

Background Papers Fire Authority Service Planning processes for 2022/23 and beyond – Revenue Budget 2022/23 and Capital Asset Strategy 2022/23 to 2026/27

Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to 2025/26 – Provisional Outturn

Appendices

- Appendix 1: Revenue Budget 2022/23 Objective
- Appendix 2: Savings Programme 2022/23
- Appendix 3: Grants and Spending Plans 2022/23
- Appendix 4: Capital Programme 2022/23 to 2026/27
- Appendix 5: Estates Capital Budget 2022/23
- Appendix 6: Engineering Capital Budget 2022/23
- Appendix 7: Reserves 2022/23
- Appendix 8: Staff Pay Award Pressure 2022/23

Implications (please tick ✓ and attach to report)

Any implications affecting this report should be noted within the final paragraphs of the report

CORPORATE RISK		LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL	✓	POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	

PURPOSE OF REPORT To report on the findings of the Month 11 monitoring undertaken on the Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27.

EXECUTIVE SUMMARY

This is the sixth report to Members for the 2022/23 financial year and highlights the findings from the Month 11 monitoring undertaken on the Revenue Budget 2022/23 and 5 year Capital Programme 2022/23 to 2026/27, approved by the Authority in February 2023.

A net revenue overspend to the sum of £427,000 has been identified, as summarised in Appendix 1. This is due to the following pressures:

- Utilities due to inflationary pressures (£193,000)
- Fuel due to inflationary pressures (£137,000)
- Wholetime, overtime and on-call costs within Safer Communities (£1,152,000)
- Unachievable savings (£113,000)
- Grey book pay rise pressure (£525,000)

Offset by the following underspends:

- Rates reductions (£152,000)
- PMO vacancies (£99,000)
- Treasury Management interest receivable (£407,000)
- Additional funding (£395,000)
- Protection underspend (£186,000)
- External training (£293,000)
- IT delayed project spend (£205,000)

There are a number of other small variances which contribute to the overspend.

The forecast has increased by £219,000 since P8, this can largely be attributable to:

- Grey book pay rise pressure (£525,000)
- Pay and overtime within Groups and Protection (£110,000)

Offset by:

- Reduction in external training (£194,000)
- Additional Treasury Management interest receivable (£62,000)
- Release of contingency (£250,000)

SLT agreed additional measures to control its spending at its July meeting and these are set out in detail in section 4.

Performance against the Savings Programme is summarised in Appendix 2 and detailed in section 5.

Performance against grants and spending plans is summarised in Appendix 3 and detailed in section 5.

Revenue and Capital programme risks are detailed in section 3, focusing specifically on areas that are subject to further investigation and the outcome could result in significant additional pressures in the current and future financial years.

The original 2022/23 Capital Budget and five year Capital Strategy of £25,181,000 was approved by the Fire Authority on 10 February 2022. The Capital Strategy has been increased to £27,927,000 to include slippage of £933,000 and allocation of spend in advance of £203,000 from 2021/22 and additional budgets for Estates to cover temperature control in sleeping pods and general schemes at £2,016,000. The five-year Capital Strategy was revised to £29,112,000 in February 2023.

The current year Capital Budget was approved by the Fire Authority at £7,250,000 and updated to £8,705,000 (Property £4,395,000 and Fleet and Equipment £4,310,000) including slippage of £933,000 brought forward from 2021/22, allocation of spend in advance of £199,000 from 2021/22 and an additional £721,000 for Estates to cover temperature control in sleeping pods and general schemes. The Fire Authority approved a revised budget for 2022/23 of £4,146,000 in February 2023.

Officers have reviewed the capital plans for 2022/23 and report slippage on delivery of projects to the value of £518,000 (12.5%). Detailed information is contained within section 8. The Estates and Engineering Capital Projects 2021/22 are detailed in Appendices 5 and 6.

The position on reserves shows an opening balance of £19,161,00. The forecast net drawdown from reserves is £4,243,000, a reduction of £7,537,000 compared to the planned drawdown of £11,780,000. This results in an estimated closing balance of £14,918,000, as detailed in section 9 and summarised in Appendix 7.

There is an increase in the interest receivable on the Authority's cash investments of £17,083,000 due to the Bank of England's increase in base rate. Interest receivable is projected at £427,000, resulting in a surplus of £407,000 when compared to the budget. Interest payments on fixed rate loans of £10,298,000 are unaffected.

RECOMMENDATION**Policy & Resources Panel is recommended to note:**

- (i) the risks to Revenue Budget and the projected overspend;
 - (ii) the risks to the Capital Programme;
 - (iii) the reduced net forecast drawdown from reserves;
 - (iv) the grants available and spending plans;
 - (v) the monitoring of savings taken in 2022/23; and
 - (vi) the current year investments and borrowing
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1. INTRODUCTION

- 1.1 The Original Revenue Budget 2022/23 and Capital Strategy 2022/23 to 2026/27 was approved at the meeting of the Fire Authority on 10 February 2022.
- 1.2 This is the sixth report to Members for the 2022/23 financial year and highlights the findings from Month 11 (end February) monitoring undertaken on the Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27. It should be noted the review is based on currently available information and the result may change as we move through year end and the final accounts process.

	This P&R (Month 11) £'000	Last P&R (Month 8) £'000	Movement £'000
Revenue (see section 2)	427	208	219
Capital in year (see section 7)	(518)	(4,751)	4,233

NB the capital forecasts for P8 and P11 are not comparable as the P11 forecast is based on the revised Capital Programme approved in February 2023

- 1.3 The Revenue Budget approved by the Fire Authority in February 2022 was a net expenditure requirement of £41,766,000
- 1.4 A net revenue overspend to the sum of £427,000 has been identified at Month 11 (end February) and is reflected in the Revenue Budget 2022/23 objective summary at Appendix 1 and detailed in section 2.
- 1.5 The savings requirement 2022/23 is £778,000. The current position shows we have delivered or are on course to deliver £508,000 (65%) of savings. There are a number of savings at risk as detailed in Section 5.

- 1.6 The grants available total £4.2m, including grants brought forward from previous years. The quarter 4 grant claims are in progress, as summarised in Appendix 3 and detailed in section 5.
- 1.7 The revised five year Capital Strategy 2022/23 to 2026/27 was approved by the Fire Authority in February 2023 at £29,112,000. The 5 year Capital Programme is projected to come in on budget as detailed in section 8.
- 1.8 The Fire Authority approved a revised capital budget for 2022/23 of £4,416,000 in February 2023.
- 1.9 A number of Revenue Budget and Capital Programme risks are set out in section 3 which will be monitored throughout the year. The updated position on Contingency, Reserves, Borrowing and Investments is provided at sections 6, 8 and 9 respectively.

2. REVENUE BUDGET COMMENTARY

2.1 The Revenue Budget is projected to overspend by £427,000. This is an increase of £219,000 from the position of £208,000 overspend reported at P8. This is summarised across divisions in Appendix 1 and detailed explanations are provided below.

2.1.1 The support staff pay award of £1,925 per FTE was agreed and was paid in November's pay and the impact is included within this forecast.

The total pressure is £270,000 as detailed in Appendix 8.

2.1.2 The grey book pay award has been agreed at 7% from 1 July 2022. The forecast pressure of this pay award is £525,000 and this impact is included in the forecast.

2.2 **People Services:** The expected overspend is £100,000 as detailed below.

2.2.1 **AD People Services:** Expected underspend of £4,000 (previously reported £4,000 underspend). The underspend is due to post holder being on development rate for part of the year.

2.2.2 **HR:** Expected overspend of £60,000 (previously reported £82,000 overspend). There is an overspend of £45,000 on staffing due to maternity and sickness cover as well as the backdated staff pay award, £8,000 relates to occupational health charges, including for 2021/22, £25,000 in relation to unachievable Firewatch savings and £5,000 additional Disclosure & Barring Service costs due to a change in the process. These are offset by underspends of £21,000, across a number of areas, including transport, relocation and NHS costs.

There was a delay in recruiting to the Pensions Administrator post (fixed term) and as such £28,000 has been transferred to the Pensions Admin reserve to fund this post into 2023/24.

A total of £50,000 has been transferred to the People Strategy reserve, relating to HR Intelligence (£10,000), Korn Ferry review of salary structure (£30,000), HR Operating Models (£10,000)

Additionally £22,500 is being drawn down from the People Strategy reserve for Staff survey (£10,000) and E-recruitment (£12,500).

The movement since P8 can be attributed to reduced occupational health costs, reduction in pay costs and reserve movements in relation to the People Strategy.

- 2.2.3 **Health & Safety:** An overspend of £47,000 is expected (previously forecast to £48,000 overspend). This relates to a temporary Station Manager post within the team and increased staff costs, offset by underspends on transport and subscriptions.

The intention was to fund the Station Manager post from an underspend within Occupational Health, but this has not been possible due to increased pressures against that budget.

- 2.2.4 **Service Training Centre:** An overspend of £9,000 is expected (previously reported £238,000 overspend). The overspend is driven by pay and overtime to deliver essential training, including on-call training. This is offset by a managed underspend on external training and additional income for training provided to other fire & rescue services.

There have been a number of unplanned and unbudgeted training requirements, such as L2 officers training and ship alongside. Ship alongside will be incorporated into the structural firefighting course reducing the pressure in future years. During Covid courses had to run with a reduced number of delegates increasing the overall number of courses required, this has had a knock-on consequence into 2022/23 causing a pressure of £25,000, this has been covered by a transfer from the Covid reserve. This pressure will not be incurred once the courses have caught up.

The movement since P8 can be attributed to a reduction in spend on external training.

A total of £145,000 relating to the underspend on firefighter recruitment and training has been transferred to the People Strategy reserve. It is possible that this may be required to offset the additional cost of the grey book pay offer, if the overall overspend exceeds £0.5m at year end.

- 2.2.5 **Workforce Development:** An underspend of £13,000 is expected (previously forecast £13,000 underspend). The underspend is due to the Workforce Development Manager post being filled by a green book staff member, the Learning Pool subscription paid in 2021/22 at £22,000, offset by pressures caused by unachievable training course income (£5,000) and instructors on zero hours contracts (£1,000).

A total of £30,000 has been transferred to the People Strategy reserve relating to Leadership Development Training (£15,000) and Mentoring system development (£15,000).

- 2.3 **Resources/Treasurer:** Expected underspend of £206,000, as follows:
- 2.3.1 **AD Resources/Treasurer:** An overspend of £2,000 (previously reported £2,000 overspend) is expected relating to National Insurance, due to the allocations used at budget setting.
- 2.3.2 **Estates:** An overspend of £30,000 is expected (previously reporting £9,000 overspend). This overspend can be attributed to the backdated staff pay award, a backdated incremental uplift for staff and additional furniture costs driven by capital works.
- There is a pressure of £193,000 relating to utilities due to inflationary pressures and an underspend on rates due to revaluation of properties at £152,000. The net pressure is being mitigated by a reduction in spend on maintenance budgets.
- Within the position above it has been assumed £326,000 (the net Business Rates rebate) will be transferred to the capital programme reserve to partially offset pressures on Estates capital scheme costs due to excess inflation.
- 2.3.3 **ITG:** An underspend of £184,000 is currently forecast (previously reported £65,000 underspend). This can largely be attributed to delay in project spend for Pagers & Alerters, Finance Improvement, Station End 4, Process Digitisation and CRM at £205,000, £35,000 relating to a credit received from the Home Office and an underspend of £12,000 due to the transfer from GTT to MLL. These are offset by the pressure caused by the reduction of £71,000 in Firelink grant.
- The movement since P8 can be attributed to underspends for CRM at £70,000, the GTT/MLL transfer at £12,000 and the credit note from the Home Office of £35,000.
- 2.3.4 **Finance:** An underspend of £68,000 is expected (previously reporting £52,000 underspend). The underspend can be attributed to an overprovision for audit fees of £24,000 and underspend of £45,000 relating to one-off costs for the Finance Improvement Plan. The increase in underspend can be attributed to the underspend reported for the Finance Improvement Plan.
- 2.3.5 **Procurement:** A forecast overspend of £25,000 (previously £29,000 overspend) is attributable to workwear and uniform as we have had to change supplier which is offset by a vacancy within the team and a small underspend of £3,000 on travelling expenses. The reduction since P8 can be attributed to the position within the team remaining vacant.
- 2.3.6 **Fire Authority Legal Services:** A small underspend of £5,000 expected as previously reported.
- 2.4 **Planning and Improvement:** A forecast underspend of £110,000 is expected as follows:
- 2.4.1 **Communications:** An underspend of £15,000 is expected (previously forecast to budget). The underspend can be attributed to vacancies within the department

and the movement since the P8 report is due to the positions remaining vacant for longer than previously forecast.

- 2.4.2 **Performance:** An overspend of £12,000 is expected (previously £12,000 overspend) relating to pay costs, due to the allocation of budget for increments and on-costs during budget setting, as well as the support staff pay award.
- 2.4.3 **PMO:** An underspend of £99,000 is expected (previously reported £99,000 underspend) due to vacancies within the department, offset by agency staff spend.
- 2.4.4 **Cost of Democracy:** An underspend of £7,000 (previously £15,000 underspend) is expected due to a vacancy within the department, mileage payments and members allowances. The movement since P8 can be attributed to an incremental staff pay award, which was backdated to November 2021.
- 2.5 **Safer Communities:** An overspend of £1,098,000 is expected. The details are below.
 - 2.5.1 **AD Safer Communities:** An underspend of £42,000 is expected (previously £42,000 underspend) with the majority of the underspend relating to the £40,000 on-call budget allocated outside of the Groups, which is held as contingency.
 - 2.5.2 **Flexible Crewing Pool:** There is currently an underspend reported of £348,000. The budget was allocated for the Flexible Crewing Pool (FCP) based on the Pool commencing on 01 June 2022. 2 posts have been recruited and the forecast for these is reported within Ops P&P, however the budget is yet to be transferred for these posts. The budget for 10% allowances for the Crewing Pool was not included within the budget and this results in a full year pressure of £34,000.
 - 2.5.3 **Groups:** The Groups are reporting an overspend of £1,505,000 (previously reported £1,445,000 overspend). This overspend can largely be attributed to wholetime pay and overtime.

Included within this overspend is a pressure of £575,000 caused by IRMP savings that had been expected to be delivered in 2021/22 and 2022/23. This pressure is caused as posts are yet to be removed / reinvested within the business. The pay pressure within the Groups is partly offset by the underspend of £348,000 for the Flexible Crewing Pool.

Additionally the groups have been over establishment during the year, with some of the 22 new recruits remaining supernumerary and the ongoing use of fixed term contracts to cover long term sickness, suspensions and individuals on light duties. The below table shows the number of additional posts in line with financial reporting.

Month	June	July	Sept	Nov	Jan	Feb	Mar
Over-establishment	29	22	16	16	11	11	11

The overtime overspend is £362,000. 79% of the overtime paid to date can be attributed to crewing shortages (50%), firecalls (19%) and outpostings (10%).

Overtime and on-call costs are based on an extrapolation of year-to-date figures, although adjustments have been made to factor in the HVP being based at Seaford and increased activity in Hastings recently.

An additional pressure of £30,000 relates to income from Dry Riser Testing, which is not being delivered.

The movement since P8 can be attributed to increases in overtime and on-call costs, including to adjust a previous forecasting error, offset by reductions in wholetime pay.

- 2.5.6 **Protection:** An underspend of £186,000 is expected (previously forecast £232,000 underspend). The underspend relates to pay costs with a number of vacancies across grey and green book posts within the team.

The Protection forecast has been impacted through the year by numerous payroll miscodings and these are the reason for the movement since P8. The Finance team is working with the Payroll team to resolve these issues.

- 2.5.7 **Prevention:** An overspend of £163,000 is expected (previously £148,000 overspend). There is a pressure of £122,000 relating to savings agreed for 2021/22 and 2022/23 which are not deliverable in year and £44,000 for the running costs of the Cadet scheme. There are a number of small overspends and underspends within the department.

Of the savings £50,000 that relates to CRM are undeliverable due to a budget error, which has been corrected within the 2023/24 budget.

- 2.6 **Operational Support & Resilience:** A forecast overspend of £34,000 is expected as follows:

- 2.6.1 **AD OSR:** An overspend of £5,000 is expected (previously £4,000 overspend). The movement since P8 can be attributed to FBU overtime, for which no budget is provided.

- 2.6.2 **Engineering:** An overspend of £9,000 is expected (previously reporting £106,000 overspend). Currently there are pressures of £137,000 on fuel based on year to date actuals/purchasing trends and £73,000 on vehicle maintenance are offset by underspends of £124,000 on equipment as the equipment budget is based on an old replacement programme, £57,000 additional income for vehicle sales and £8,000 on travelling expenses. There are some other small overspends and underspends within the department.

The reduction in forecast since P8 can be attributed to a thorough review of commitments, with consideration given as to what will be completed or delivered before 31 March 2023.

The Engineering team is currently working with outdated equipment budgets and are working on revising these. The forecast includes equipment that has been committed, however due to supply chain issues there is the possibility that items may not be received before 31 March 2023 and this will continue to be reviewed.

- 2.6.3 **Ops P&P:** An overspend of £14,000 is expected (previously reported £20,000 underspend). There is underspend of £24,000 on wholetime staff due to part year vacancies, offset by £23,000 overspend on overtime, £13,000 for shared 4F BA Project Manager and £17,000 pressure from support staff pay award. There are a number of other small variances in the department.

The movement since P8 can be attributed to the two FCP posts at £25,000, overtime expected in relation to Fires in Tall Buildings training at £14,000 offset by additional underspend in hydrants, where the outstanding orders have been reviewed. There have been significant delays in works on hydrants which could present a pressure in future financial years.

- 2.6.4 **Control Room:** An overspend of £5,000 is expected (previously reporting £1,000 overspend). An underspend of £99,000 expected for JFC based on the latest information provided by Surrey, with additional one off spend of £104,000 expected for upgrades and decommissioning at Haywards Heath.

The forecast does not include our share for a Group Manager post, which is included within the budget, but is yet to be agreed.

It is likely that the JFC recharge will increase due to pay rises, maternity leave and increased overtime due to increased activity seen as a result of the summer heat waves. Surrey has indicated the pay offer of 5% would result in an additional charge of £17,000.

- 2.7 **CFO:** An underspend of £22,000 is expected (previously £19,000 underspend) due to part time appointments covering full time support roles and a number of underspends on non-pay costs for travelling, accommodation and subsistence.

The movement since P8 can be attributed delay in filling a vacancy and a review of non-pay spend.

- 2.8 **Treasury Management:** This income budget is expected to overachieve by £410,000 (previously reported £348,000), with the amount receivable dependent on the amount available to invest and the interest rates available. Changes to the capital programme, through additional budget allocation and significant slippage will impact on the level of borrowing required and therefore interest payable. It is possible that this interest receivable could increase further during the year as interest rates continue to rise.

- 2.9 **Non Delegated Costs:** An overspend of £62,000 is expected (previously £34,000 overspend). The overspend largely relates to Procurement savings of £50,000, which need to be allocated across the service and an overspend on ill health retirements of £12,000.

The spend in relation to ill health retirements has increased by £31,000 since P8. There are a number of other small variances and movements in these are the reason for the movement from P8.

- 2.10 **Financing:** Current information indicates that the Service will receive additional funding of £394,000.
- 2.10.1 When the budget paper was presented to the Fire Authority in February the exact position regarding business rates income was unknown. Updated information from indicates additional income of £407,000.
- 2.10.2 An additional £27,000 will be received from Council Tax and Business Rates Covid-19 Tax Income Guarantee following confirmation of the final amounts in the last financial year.
- 2.10.3 The additional income is offset by a pressure of £40,000 in Council Tax as an incorrect tax base was provided by one billing authority during the budget setting process.

3. REVENUE BUDGET AND CAPITAL PROGRAMME RISKS

- 3.1 **Pension Costs:** There is continued reliance on one-off grant to fund increased contributions for FPS as well as the uncertainty on the cost and funding of the remedy from the Sargent case (initial estimate of historic liability approx. £5m, ongoing costs £0.9m p.a.). For the latter it is now understood that the cost will impact through the next quadrennial scheme valuation i.e. from 2025/26 onwards. The Authority will be directly liable for the cost of any Injury to Feelings claims and any additional administrative costs of implementing the remedy. The Government has also confirmed that it will not fund non scheme costs including unauthorised tax charges and scheme sanction charges in the current tax year. A Pension Administration reserve is held to fund costs resulting from remedy implementation. It is expected the balance of this reserve as at 31 March 2023 will be £210,000, of this total £28,000 relates to funding for the Pensions Administrator post as there has been a delay to recruiting to this post during 2022/23. A total of £160,800 has been committed against this reserve in 2023/24.
- 3.2 **Worldwide Supply Chain Issues:** The impact of worldwide supply chain disruption is impacting construction projects across the nation. The dwindling supplies along with increased costs and long delivery times being experienced by the construction industry are impacting on the Capital Programme. Thus far the Estates team has worked with stakeholders to bring tender costs back within budget through value engineering where possible on those projects which the Authority committed to following the phase 1 review of the Estates Capital Programme, but this approach may not be sustainable. There are two potential impacts, firstly increases in the cost of projects and secondly slippage of projects and spend into future years (which could in itself lead to additional increased costs). The Phase 2 review which is considering all projects at Day Crewed and On Call stations will need to assess the impact of increased costs and affordability.

- 3.4 **Utilities and Fuel Inflationary Increases:** There have been considerable inflationary rises in utilities and fuel costs, which have been exacerbated by the ongoing conflict in Ukraine. An additional pressure of £85,000 over and above the standard 2% inflationary factor was included in the budget for 2022/23. The forecast for utilities and fuel are both reporting forecast overspends and these budgets will continue to be monitored closely with Estates and Engineering colleagues throughout the year.
- 3.5 **Inflationary Contract Increases:** In addition to utilities and fuel additional budget provision was allocated for timber (£40,575) and catering (£13,000). A standard 2% inflationary budget increase was included for all non-pay totalling £227,000. Work is ongoing with Procurement to understand the financial impact of inflation on contracts. No significant inflationary pressures within 2022-23 have been indicated during budget monitoring meetings with budget holders beyond those already noted elsewhere in this report. This position will continue to be monitored with input from Procurement.

4. **MANAGING REVENUE BUDGET PRESSURES**

- 4.1 As risks have crystallised the resulting pressures have been included in the revenue budget forecast. The current forecast overspend of £427,000 will be supported by drawdown from the general reserve. A drawdown of up to £0.5m from the general reserve was approved at Fire Authority in February 2023.
- 4.2 SLT agreed the following actions at its July meeting:
- Vacancy Management would be reviewed immediately and started to be put in place in the coming months. Workforce Planning Group would be used as mechanism to:
 - approve recruitment to all vacancies
 - approve the use of agency staff
 - have oversight of overtime spend (with particular focus on Safer Communities and Training)
 - review and agree forecasts for operational (grey book) strength.
 - Management of discretionary spend would also be a key focus and SLT agreed that as part of the P4 budget monitoring:
 - all budget managers would review with their Finance Business Partner opportunities to manage underspends on non-pay spend in 2022/23 with a particular focus on areas such as training, estates maintenance and equipment (IT and Engineering)
 - the finance team would review corporate opportunities to manage generic spend e.g. agency staff, conferences, catering, accommodation / venue hire, printing etc
 - The effectiveness of these actions will be reviewed at year end in order to inform measures to manage expected pressures on the 2023/24 revenue budget.

5. SAVINGS PROGRAMME 2022/23

- 5.1 Appendix 2 summarises the net savings requirement 2022/23 of £778,000. Work is in ongoing with Service managers to identify and report actual delivery of savings compared to budgeted savings and this will be finalised at year end.
- 5.2 Current projections show we have delivered or are on course to deliver £508,000 (65%) of savings.

The following savings are currently rated as red and causing a pressure in the revenue budget:

- £25,000 Firewatch– due to duplication in budget
- £55,000 CRM
- £130,000 IRMP

In addition, the following savings are currently amber rated:

- Education Team – a saving of £7,000 has been made in year, with the full saving of £40,000 to be made in 2023/24. The saving has been made through removal of Volunteer Co-ordinator role.
- Telent contract savings – £36,000 deliverable this year. Savings relating to projects will be reprofiled.

6. GRANTS 2022/23

- 6.1 The Government has awarded grants for use on specific purposes and your officers will ensure these are delivered in accordance with grant conditions. These include grants awarded in year, brought forward from previous years where their spending plans fall over more than financial year and others that require development of spending plans. The amount available is £4.2m, as summarised in Appendix 3. Quarter 1, 2 and 3 grant returns have been submitted.

- 6.2 The latest grants are detailed below:

- 6.2.1 **Covid-19:** – £95,855 has been carried forward from 2021/22. The Home Office have confirmed any outstanding balance of the 2021/22 Covid Grant can be utilised on Efficiency or Productivity. A transfer of £25,000 has been made from this reserve to cover the additional training costs incurred in 2022/23 as a result of Covid-19.

- 6.2.2 **Surge Protection Grant Funding:** – this is specifically to deal with inspections for high rise buildings and other high-risk buildings. The grant conditions have been received. A further allocation of £358,079 has been awarded for 2022/23. A spend plan has been developed to utilise this grant and the £227,808 brought forward from 2021/22. The expected balance remaining as at 31 March 2023 is £126,000.

- 6.2.3 **Grenfell Infrastructure Fund:** £4,509 is carried forward from 2021/22 to help support FRS to put in place a local Grenfell Inquiry recommendations co-ordination function which will help co-ordinate local activity and support the national work led by the NFCC; drive progress on local improvements and ensure funding for smoke-

hoods and other technical investments. This balance will be utilised in full during 2022/23.

- 6.2.4 **Accreditation & RPL Grant Funding:** £22,737 is carried forward from 2021/22 for the purposes of accrediting fire protection officers and fire safety engineers. It is anticipated this grant will be utilised over the next three years.
- 6.2.5 **Fire Fighter Pension Scheme:** this is used towards the shortfall in employer's pension contributions and £1.7m was received in June 2022.
- 6.2.6 **New Dimensions:** £31,823 is carried forward from 2021/22 and additional £27,430 grant relates to 2022/23. It is expected £11,600 will be spent in 2022/23 with the remaining balance carried forward to 2023/24.
- 6.2.7 **Responding to New Risks:** £33,060 is carried forward from 2021/22, with the 2022/23 grant confirmed as £6,500. It is expected £1,700 will be spent in 2022/23, with the remaining balance carried forward to 2023/24.

7. CONTINGENCY 2022/23

- 7.1 The Fire Authority maintains a contingency in order to assist it in managing one-off unforeseen pressures and making investments within the financial year. At its' meeting held in February 2022, the Fire Authority agreed a contingency of £298,000 for the 2022/23 financial year.
- 7.2 SLT has allocated £48,000 to support Industrial Action related costs. The remaining contingency budget of £250,000 is used to support the service overspend, reducing the overall forecast variance accordingly.

8. CAPITAL PROGRAMME COMMENTARY

- 8.1 The original 2022/23 Capital Budget and five year Capital Strategy of £25,181,000 was approved by the Fire Authority on 10 February 2022. The Capital Strategy had been increased to £27,927,000 to include slippage of £933,000 and allocation of spend in advance of £203,000 from 2021/22 and additional budgets for Estates to cover temperature control in sleeping pods and general schemes at £2,016,000.
- 8.2 The Fire Authority on 9 February 2023 approved the original 2023/24 and five year Capital Strategy and in doing so, revised the 2022/23 Capital Budget and five year Capital Strategy 2022/23 to 2026/27 to the level of £29,112,000.
- 8.2 The Capital Programme is funded by: Capital Receipts Reserve £5,049,000 Capital Programme Reserves £10,906,000, and New Borrowing £13,157,000 as shown in the table below. Overall, the revised 5 year Capital Programme is forecasted to come in overspent by £2,000, as summarised in Appendix 4.

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Estates	2,038	4,680	2,849	4,347	3,151	17,065
Fleet & Equipment	2,108	3,741	2,530	1,742	1,928	12,049
Original Approved Programme	4,146	8,421	5,379	6,089	5,079	29,114
Slippage into 2023/23	(518)	518	0	0	0	0
Updated Capital Programme	3,628	8,939	5,379	6,089	5,079	29,114
Funded by:						
Capital Receipts Reserve	3,628	1,421	0	0	0	5,049
Capital Programme Reserve	0	4,906	1,500	2,000	2,500	10,906
New Borrowing / Need to Borrow	0	2,612	3,879	4,089	2,579	13,159
Updated Capital Programme	3,628	8,939	5,379	6,089	5,079	29,114

8.3 **Capital Funding** – The Service has also been successful in its bid for Community Infrastructure Levy (CIL) funding from Lewes District Council. £289,000 has been awarded which will part fund the planned enhancements at Barcombe and Seaford Fire Stations, reducing the need for future borrowing.

8.4 The **Capital Budget 2022/23** was approved by the Fire Authority at £7,250,000 and updated to £8,705,000 (Property £4,395,000 and Fleet and Equipment £4,310,000) including slippage of £933,000 brought forward from 2021/22, allocation of spend in advance of £199,000 from 2021/22 and an additional £721,000 for Estates to cover temperature control in sleeping pods and general schemes omitted from the original budget. The Fire Authority approved a revised budget for 2022/23 of £4,146,000 on 9 February 2023.

8.5 A review of the 2022/23 capital budget by officers has identified slippage to the value of £518,000 (12.5%), which relates to Estates, as summarised in Appendix 6.

8.5.1 The Estates / Property underspend of £518,000 is slippage, mainly relating to delays on Integrated Transport projects and work at stations on bay doors, training towers and temperature control for sleeping pods.

9 **RESERVES 2022/23**

9.1 The Fire Authority maintains Reserves in order to assist it in managing its specific spending plans across the financial year (Earmarked Reserves), making provisions for the financial risks it faces (General Fund Reserves) and making investments (Capital Receipts Reserve).

9.2 The opening balance at 1 April is £19,161,000.

9.3 The forecast net drawdown from reserves totals £4,243,000 compared to the original planned net drawdown of £11,780,000. This is a net reduction in drawdown of £7,537,000 resulting in an estimated balance at 31 March 2023 of £14,918,000 as summarised in the table below and detailed over individual reserves in Appendix 7.

		Original Planned Net Transfers	Forecast Net Transfers	Net change	Month 11
	Balance at 1 April 2022	2022/23	2022/23	2022/23	Balance at 31 March 2023
	£'000	£'000	£'000	£'000	£'000
Earmarked Reserves	12,993	(7,763)	(583)	7,180	12,410
General Fund	1,913	0	0	0	1,913
Total Revenue Reserves	14,906	(7,763)	(583)	7,180	14,323
Total Capital Reserves	4,255	(4,017)	(3,660)	357	595
Total Usable Reserves	19,161	(11,780)	(4,243)	7,537	14,918

9.4 Work continues with budget managers to confirm the actual use of revenue and capital reserves in 2022/23.

9.5 The main reasons for the overall net reduction in forecast drawdown of £7,537,000 are as follows:

Earmarked Reserves – Decrease of £7,180,000

- £464,000 – changes to Business Rates Pool Reserve following latest confirmed position from the pool for 2021/22 & 2022/23 and reduction in funding to support Protection in 2022/23
- (£5,000) – increased drawdown from Business Rates Retention Pilot – financial stability due to error in expected drawdown at budget setting
- £2,331,000 – reduced drawdown from the ITG Strategy Reserve
- £463,000 – reduced drawdown from Mobilising Strategy Reserve due to balance of reserve being lower than anticipated
- £3,535,000 – reduced drawdown from the Capital Programme Reserve
- (£35,000) – increased drawdown from the Improvement & Efficiency Reserve
- £229,000 – reduced drawdown from the People Strategy Reserve and underspend of £154,000 on firefighter recruitment returned to reserve
- £77,000 – reduced drawdown from the Carry Forward Reserve
- £167,000 – reduced drawdown from the Pensions Admin Reserve

- (£5,000) – increased drawdown from cadets reserve
- (£41,000) – increased drawdown in respect of grant balances carried forward

Capital Reserves – Increase £357,000

- £357,000 – due to balance of Capital Receipts Reserve being higher than anticipated when the budget was set, additional capital receipts received for vehicle sales and slippage of capital programme.

10. BORROWING AND INVESTMENT

10.1 As at end February, the Authority held cash balances of £17,083,000 which are invested in accordance with the Treasury Management Strategy, as follows:

Counterparty	Duration	Amount £m	Interest Rate %
Aberdeen Cash Money Market Fund	Overnight Access	4.000	3.91
Deutsche Cash Money Market Fund	Overnight Access	1.083	3.91
Barclays	95 Day Notice	4.000	4.05
Standard Chartered ESG	Fixed to 05/04/23	1.000	4.06
Standard Chartered ESG	Fixed to 05/07/23	2.000	4.15
Standard Chartered ESG	Fixed to 10/08/23	1.000	4.27
Natwest	Fixed to 25/04/23	2.000	2.46
Natwest	Fixed to 02/08/23	2.000	2.61
Total Investments		17.083	

10.2 The Bank of England base rate rose to 4.0% in February, a further rise of 1.0% since the P8 report. We are seeing an impact as Banks increase their rates on investments, resulting in higher levels of interest receivable. Latest modelling indicates the income of around £427,000 can be achieved, £407,000 above the budgeted level of £20,000. The interest income budget has been reduced to reflect the planned reduction in funds available for short term investment and the previous reduction in interest rates during Covid-19.

10.3 The current forecast of a reduction in reserves of £7.537m means that the Service will need to monitor its liquidity and cashflow closely during the year and this may involve giving notice on some of its existing investments. Finance continues to work with the ESCC Treasury Management team to improve cash-flow monitoring

10.4 The Authority has borrowing totalling £10,298,000 and there is no impact on the interest payable, as these are subject to fixed interest rate deals.

Revenue Budget 2022/23 – Objective Summary

	Original Budget	Revised Budget	Projected Outturn	Month Variance	Variance	Variance Month 8 Reported to P&R	Variance From Last Reported
	£'000	£'000	£'000	£'000	%	£'000	£'000
People Services	4,337	4,329	4,429	100	2.3	327	(227)
Resources/Treasurer	8,180	8,193	7,987	(206)	(2.5)	(84)	(122)
Planning and Improvement	1,248	1,256	1,146	(110)	(8.8)	(102)	(8)
Total Deputy Chief Fire Officer	13,766	13,778	13,562	(216)	(9)	141	(357)
Safer Communities	21,939	21,750	22,847	1,098	5.0	959	139
Operational Support	4,566	4,543	4,608	65	1.4	92	(26)
Total Assistant Chief Fire Officer	26,505	26,293	27,455	1,163	6	1,050	112
CFO Staff	805	805	783	(22)	(2.7)	(19)	(3)
Treasury Management	870	870	460	(410)	(47.1)	(348)	(62)
Non Delegated costs	(1,108)	(1,059)	(1,029)	30	(2.9)	34	(4)
Corporate Contingency	298	250	0	(250)	(100.0)	(250)	0
Covid-19	0	0	0	0	0.0	0	0
Transfer from Reserves	(462)	(262)	(262)	0	0.0	0	0
Transfer to Reserves	1,092	1,092	1,092	0	0.0	0	0
Total Corporate	1,495	1,695	1,044	(652)	(153)	(583)	(68)
Wholetime Pay	0	0	525	525	0.0	0	525
Total Net Expenditure	41,766	41,766	42,587	821	2.0	607	214
Financed By:							
RSG	(3,325)	(3,325)	(3,325)	0	0	0	0
Council Tax	(29,288)	(29,288)	(29,248)	40	(0)	40	0
Business Rates	(7,764)	(7,764)	(7,494)	270	(3)	270	0
Service Grant Allocation	(535)	(535)	(535)	0	0	0	0
Covid-19 Local Tax Support Grant	(29)	(29)	(56)	(27)	93	(27)	0
S31 Grants	(1,125)	(1,125)	(1,439)	(314)	28	(315)	1
S31 Grants BRR Relief	0	0	0	0	0	0	0
Transfer from Reserves	(836)	(836)	(714)	122	(15)	(70)	192
Collection Fund Surplus/Deficit	1,136	1,136	651	(485)	(43)	(297)	(188)
Total Financing	(41,766)	(41,766)	(42,160)	(394)	1	(399)	5
Total Over / (Under) Spend	0	0	427	427	0	208	219

Appendix 2

Savings Programme 2022/23

Division	Team	Responsible Officer	Business Area Lead Name	Description	Savings 22/23 £'000	Projection 22/23 £'000	At Risk £'000	R.A.G Rating Select Status
RT	Estates	Duncan Savage		Estates Strategy revenue maintenance savings.	(45)	(45)		Delivered
All	All	All		Travel & subsistence	16	16		Delivered
OSR	Engineering	Hannah Scott-Youlton		Fuel	15	15		Delivered
PS	HR	Jules King		Firewatch Project	(25)		(25)	Not
PS	Training	Jules King		STC Catering contract savings	(6)	(6)		Delivered
RT	ITG	Duncan Savage		IT Strategy - delay some projects from 21/22 to 22/23	100	100		Delivered
RT	Procurement	Duncan Savage		Category Strategy Savings	(25)	(25)		Delivered
SC	All ops	Matt Lloyd		RMP Savings	(130)		(130)	Not
PS	Training	Jules King		Catering contract	(6)	(6)		Delivered
PS	Training	Jules King		Deep cleaning contract	(2)	(2)		Delivered
PS	Training	Jules King		First Aid training	(9)	(9)		Delivered
PS	Training	Jules King		OSH training	(3)	(3)		Delivered
PS	Training	Jules King		CM leadership	(2)	(2)		Delivered
OSR	Engineering	Hannah Scott-Youlton		C-trak extension	(5)	(5)		Delivered
OSR	AD	Hannah Scott-Youlton		Equipment	(8)	(8)		Delivered
OSR	Ops P&P	Hannah Scott-Youlton		External Training	(1)	(1)		Delivered
OSR	Ops P&P	Hannah Scott-Youlton		Equipment	(1)	(1)		Delivered
OSR	Ops P&P	Hannah Scott-Youlton		Hydrants Repairs	(2)	(2)		Delivered
OSR	Ops P&P	Hannah Scott-Youlton		Subscription (Services)	(4)	(4)		Delivered
SC	Groups	Matt Lloyd		RDSO Post	(50)	(50)		Delivered
SC	Community Safety	Matt Lloyd		Education Team	(40)	(7)	(33)	Part Delivered
SC	All	Matt Lloyd		Advert & Publicity	(43)	(43)		Delivered
P&I	PMO	Liz Ridley		Consolidation of Project Management capacity	(25)	(25)		Delivered
P&I	Comms	Liz Ridley		External Printing	(10)	(10)		Delivered
P&I	Comms	Liz Ridley		Stationery	(1)	(1)		Delivered
P&I	Comms	Liz Ridley		Postage	(4)	(4)		Delivered
P&I	P&I	Liz Ridley		Advert & Publicity	(1)	(1)		Delivered
P&I	P&I	Liz Ridley		Car Allowances	(1)	(1)		Delivered
P&I	P&I	Liz Ridley		Consultants Fees	(10)	(10)		Delivered
P&I	P&I	Liz Ridley		Officer Subsistence	(1)	(1)		Delivered
P&I	Dem Services	Liz Ridley		Subscriptions	(1)	(1)		Delivered
P&I	Dem Services	Liz Ridley		Member conferences	(1)	(1)		Delivered
RT	Finance	Duncan Savage		Non pay budgets	(10)	(10)		Delivered
RT	Procurement	Duncan Savage		Accommodation & conference fees	(2)	(2)		Delivered
RT	ITG	Duncan Savage		Password Management	(15)	(15)		Delivered
RT	ITG	Duncan Savage		CAM Management	(3)	(3)		Delivered
RT	ITG	Duncan Savage		Talent Contract	(36)	(36)	(27)	Part Delivered
Central	Contingency	Duncan Savage		Reduce contingency (one year only)	(48)	(48)		Delivered
RT	ITG	Duncan Savage		Control - IT	(218)	(218)		Delivered
RT	ITG	Duncan Savage		IT Strategy - delay some projects from 22/23 to 23/24	(33)	(33)		Delivered
SC	Prevention	Matt Lloyd		CRM	(55)		(55)	Not
				Total Net Savings	(778)	(508)	(270)	

Appendix 3

Grants and Spending Plans 2022/23

Grants Requiring Claims	Lead AD	*Grant Brought Forward 1 April 2022	Grant 2022/23	Total Available Grant	Claim Quarter 1	Claim Quarter 2	Claim Quarter 3	Claim Quarter 4	Balance Remaining
		£	£	£	£	£	£	£	£
ESMCP - LTR Regional	Hannah Scott-Youlton	163,439	-	163,439	20,618	7,740	7,158		127,923
**ESMCP - Infrastructure	Hannah Scott-Youlton	1,425,000	-	1,425,000	-	-	-		1,425,000
Accreditation & RPL Funding	Matt Lloyd	22,737	-	22,737	-	-	-		22,737
Grenfell Infrastructure Fund	Hannah Scott-Youlton	4,509	-	4,509	-	-	-		4,509
Surge Protection Grant Funding - Protection Uplift	Matt Lloyd	227,808	358,079	585,887	70,290	72,385	141,015		302,197
		1,939,347	358,079	2,201,571	90,908	80,125	148,173		1,882,365

Grants - No Claims Requirement	Lead AD	Balance Remaining	Grant 2022/23	Total Available Grant	Comments	Balance Remaining
		£	£	£		
COVID - 19	Duncan Savage	95,855	-	95,855	Available to spend on Efficiency & Productivity - £25k allocated to Training	70,855
Firelink	Duncan Savage	0	191,227	191,227	Planned to use on ITG Strategy Projects in 2022/23	0
New Dimensions	Hannah Scott-Youlton	31,739	27,430	59,169	Spending plan being developed	59,169
Pensions Grant	Duncan Savage	0	1,734,984	1,734,984	Planned to use in 2022/23	0
Responding to New Risks	Hannah Scott-Youlton	32,520	6,500	39,020	Spending plan being developed	39,020
Total		1,063,975	1,960,141	2,024,400		
Overall Total Grants		3,023,322	2,318,220	4,225,971		1,882,365

Notes:
* the grants brought forward are held in earmarked reserves (Appendix 7)

Capital Programme 2022/23 to 2025/26

Capital Programme Expenditure 2022-23 to 2026-27	Total Budget	Total Previous Years	2022/23	2023/24	2024/25	2025/26	2026/27	Remaining Spend	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Property									
Shared Investment Schemes									
Integrated Transport Project	835		35				800	835	-
Roedean Betterment	25		25						
Bohemia Road Betterment	95		95						
Fort Road - RIBA Stages 1-2	45		45						
Preston Circus	3,287	122	453	1,062	1,650			3,165	-
Total Shared Investment Schemes	4,287	122	653	1,062	1,650	-	800	4,000	-
Strategic Schemes									
- Replacement Fuel Tanks	492	450	7	35				42	-
- Partner contribution	(292)	(292)							-
- Replacement fuel tanks net cost	200	158	7	35	-	-	-	42	-
Design Guide	356	356							-
Hove	518	64	454					454	-
Roedean	482	45	22	415				437	-
Eastbourne	587	74	45	468				513	-
Bohemia Road	524	28	40	456				496	-
Security	386	67	98	221				319	-
Sustainability	171	21	40	80	30			150	-
MPTH	399	399							-
Eastbourne MPth	259	7	30	222				252	-
Training Centre MPth	308	7	36	265				301	-
Hove MPth	278	7	35	236				271	-
Bohemia Road MPth	257	8	39	210				249	-
Live Fire Training	4,000	48	15	20	437	2,500	980	3,952	-
Total Strategic Schemes	8,725	1,289	861	2,628	467	2,500	980	7,436	-
End July									
General Schemes	830	830							-
Phase 1 General Costs	36		36						36
Seaford CIL	296	3	7	5	281			293	-
Seaford CIL partner Contribution	(133)				(133)			(133)	-
Barcombe CIL	392	4	9	5	374			388	-
Barcombe CIL Partner Contribution	(156)				(156)			(156)	-
The Ridge	408				20	388		408	-
Hailsham	184	19	8		10	147		165	-
Rye	532	3	45		17	467		529	-
Battle	163	1				56	106	162	-
Herstmonceux	50						50	50	-
Bexhill	200						200	200	-
Heathfield	280	9	9		19	243		271	-
Uckfield	495	8				100	387	487	-
Lewes	578	6	1			241	330	572	-
Pevensey	30						30	30	-
Forest Row	30						30	30	-
Mayfield	30						30	30	-
Seaford HVP Alterations	94	7	87					87	-
Total General Schemes	4,339	890	202	10	432	1,642	1,163	3,449	-
Bay Doors, Floors, IT	1,535		110	712	300	205	208	1,535	-
Training Towers	279		133	146				279	-
Temperature Control in Sleeping Pods	201		79	122				201	-
Total Property	19,366	2,301	2,038	4,680	2,849	4,347	3,151	16,900	-
Vehicle Cameras	150		75	75				150	-
Grant Funds	(117)		(59)	(58)				(117)	-
Breathing Apparatus	500						500		
Aerials	2,228	690	218	1,320				1,538	-
Aerial Rescue Pump	22	22							-
Fire Appliances	7,514	2,564	1,306	921	904	887	932	4,950	-
Ancillary Vehicles	2,755	473	110	982	1,037	153		2,282	-
Cars	2,047	501	360	108	286	531	261	1,546	-
Vans	2,048	920	98	323	302	170	235	1,128	-
Equipment	70		70					70	-
Total Fleet and Equipment	16,228	5,170	2,108	3,741	2,529	1,741	1,928	11,547	0
Total Expenditure	35,594	7,471	4,146	8,421	5,378	6,088	5,079	28,447	0

Estates Capital Budget 2022/23

Estates Capital Programme Expenditure 2022/23					
	Total Budget	Year Forecast	Variance	Underspend	Slippage
Project	2022/23	2022/23	2022/23	2022/23	2023/24
	£'000	£'000	£'000		
Shared Investment Schemes					
Integrated Transport Project	35		(35)		(35)
Roedean Betterment	25		(25)		(25)
Bohemia Road Betterment	95		(95)		(95)
Fort Road - RIBA Stages 1-2	45	15	(30)		(30)
Preston Circus	453	430	(23)		(23)
Total Shared Investment Schemes	653	445	(208)	-	(208)
Strategic Schemes					
Replacement Fuel Tanks (Incl. Partner contribution)	7	-	(7)		(7)
Design Guide:					
Hove	454	454	-		-
Roedean	22	22	-		-
Eastbourne	45	45	-		-
Bohemia Road	40	40	-		-
Security	98	98	-		-
Sustainability	40	40	-		-
MPTH:					
Eastbourne MPTH	30	30	-		-
Training Centre MPTH	36	36	-		-
Hove MPTH	35	35	-		-
Bohemia Road MPTH	39	39	-		-
Live Fire Training	15	15	-		-
Total Strategic Schemes	861	854	(7)	-	(7)
General Schemes					
Phase 1 General Costs	36	36	-		-
Seaford CIL (Incl. Partner contributions)	7	-	(7)		(7)
Barcombe CIL (Incl. Partner contributions)	9	-	(9)		(9)
Hailsham	8	-	(8)		(8)
Rye	45	45	-		-
Battle					
Seaford HVP Alterations	87	87	-		-
Heathfield	9	9	-		-
Lewes	1	1	-		-
Total General Schemes	202	178	(24)	-	(24)
Total Bay Door, Floor, IT Building works	110	0	(110)		(110)
Total Training Towses	133	25	(108)		(108)
Total Temperature Control for Sleeping Pods	79	18	(61)		(61)
	2,038	1,520	(518)	-	(518)

Engineering Capital Budget

Engineering Capital Programme Expenditure 2022/23			
	Total Budget	Year Forecast	Variance
Project	2022/23 £'000	2022/23 £'000	2022/23 £'000
Aerials			
GX04 BMY	218	218	-
Total Aerials	218	218	-
Fire Appliances			
GX57 EUY	280	280	-
GX57 EUZ	280	280	-
GX57 EUU	280	280	-
GX57 EUN	155	156	-
GX57 EUP	155	156	-
GX57 EUT	155	156	-
Total Fire Appliances	1,306	1,307	-
Ancillary Vehicles			
GX51 UBM	110	110	0
GX57 EUV	-	-	-
GU16 LVJ	-	-	-
GX56 NWR	-	-	-
GX56 NWS	-	-	-
GX03 AXM	-	-	-
GX53 AZU	-	-	-
GX53 AZV	-	-	-
OU04 VNW	-	-	-
TR15	-	-	-
Total Ancillary Vehicles	110	110	0
Cars			
GU16 LUJ	12	12	-
GU16 LUL	12	12	-
SKODA KODIAQ	-	-	-
GU16 LUO	28	28	-
GU16 LUP	28	28	-
GU16 LUT	28	28	-
GU16 LVC	28	28	-
GU16 LVD	28	28	-
GU16 LVE	28	28	-
GV18 ABF	-	-	-
GX64 DXE	12	12	-
GX64 DXF	12	12	-
GX64 DXG	12	12	-
GX64 DXH	12	12	-
GX65 ITZ	12	12	-
GX65 JUA	12	12	-
GX65 JUC	12	12	-
GX65 JUE	12	12	-
Pool Cars			
Pool Car 1	18	18	-
Pool Car 2	18	18	-
Pool Car 3	18	18	-
Pool Car 4	18	18	-
	-	-	-
Total Cars	360	359	-
Vans			
GU16 LVH	38	38	-
LC22 CYS	18	18	-
GX64 DXZ	14	14	-
GX64 DYA	14	14	-
GX64 DYB	14	14	-
Fire Investigation Van	-	-	-
Hazmat Van	-	-	-
	98	98	-
Special Projects			
Vehicle Cameras	75	75	-
Vehicle Camera Grant Funding	(59)	(59)	-
Equipment (Operational IRMP)	-	-	-
Total Special Projects	16	16	-
Total	2,108	2,108	0

Reserves 2022/23

Description	Opening Balance	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23	Projected Closing Balance	Lead AD
	01/04/2022	Original Planned Transfers In	Original Planned Transfers Out	Original Planned Transfers Net	Forecast Transfers In	Forecast Transfers Out	Forecast Transfers Net	Net Change	at Month 11	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Earmarked Reserves										
Business Rate Pool Reserve*	829	0	(200)	(200)	291	(27)	264	464	1,093	Duncan Savage
Business Rates Retention Pilot - financial stability	112	0	(27)	(27)	0	(32)	(32)	(5)	80	Duncan Savage
Capital Programme Reserve	3,080	500	(3,209)	(2,709)	826	0	826	3,535	3,906	Duncan Savage
Covid-19	96	0	(64)	(64)	0	(25)	(25)	39	71	Duncan Savage
ESMCP ESFRS readiness	1,425	0	(30)	(30)	0	0	0	30	1,425	Hannah Scott-Youlton
ESMCP Regional Programme	163	0	(83)	(83)	0	(52)	(52)	31	111	Hannah Scott-Youlton
Improvement & Efficiency	809	0	(279)	(279)	0	(314)	(314)	(35)	495	Duncan Savage
Insurance	249	0	0	0	0	0	0	0	249	Duncan Savage
ITG Strategy	3,774	592	(3,188)	(2,596)	709	(974)	(265)	2,331	3,509	Duncan Savage
Mobilising Strategy	37	0	(425)	(425)	115	(77)	38	463	75	Duncan Savage
People Strategy	70	0	(15)	(15)	234	(20)	214	229	294	Julie King
Sprinklers	640	0	(200)	(200)	0	(200)	(200)	0	440	Hannah Scott-Youlton
BRR - Protection Uplift - Accreditation & RPL	23	0	0	0	0	0	0	0	23	Matt Lloyd
BRR - Protection Uplift - Grenfell / Infrastructure	5	0	0	0	0	(5)	(5)	(5)	0	Hannah Scott-Youlton
BRR - Protection Uplift - Protection	228	0	(46)	(46)	0	(102)	(102)	(56)	126	Matt Lloyd
Business Rate Tax Income Guarantee Scheme (75%)	31	0	0	0	0	(15)	(15)	(15)	16	Duncan Savage
Council Tax Income Guarantee Scheme (75%)	83	0	(29)	(29)	0	(41)	(41)	(12)	42	Duncan Savage
New Dimensions Grant	32	0	0	0	15	0	15	15	47	Hannah Scott-Youlton
Pensions Administration	190	0	(147)	(147)	32	(12)	20	167	210	Julie King
Responding to New Risks	33	0	0	0	2	0	2	2	35	Hannah Scott-Youlton
S31 Business Rate Retention Reliefs	906	0	(936)	(936)	0	(906)	(906)	(70)	0	Duncan Savage
Carry Forwards	173	0	(77)	(77)	0	0	0	77	173	Duncan Savage
Cadets	5	0	0	0	0	(5)	(5)	(5)	0	Matt Lloyd
Total Earmarked Reserves	12,993	1,092	(8,856)	(7,763)	2,224	(2,807)	(583)	7,180	12,410	
General Fund	1,913	0	0	0	0	0	0	0	1,913	Duncan Savage
Total Revenue Reserves	14,906	1,092	(8,856)	(7,763)	2,224	(2,807)	(583)	7,180	14,323	
Capital Receipts Reserve	4,255	0	(4,017)	(4,017)	20	(3,680)	(3,660)	357	595	Duncan Savage
Total Capital Reserves	4,255	0	(4,017)	(4,017)	20	(3,680)	(3,660)	357	595	
Total Usable Reserves	19,161	1,092	(12,872)	(11,780)	2,244	(6,487)	(4,243)	7,537	14,918	

Support Staff Pay Award Pressure 2022/23

Department	£
HR	34,037
Health & Safety	7,510
Service Training Centre	20,636
Workforce Development	2,800
AD R/T	820
Estates	8,262
ITG	9,718
Finance	9,522
Procurement	7,402
Communications	12,772
Performance Management	9,944
Programme Management	1,144
Democracy	1,809
IRMP	1553
Groups	12,963
Protection	41,836
Prevention	38,535
Engineering	25,965
Ops Planning and Policy	16,079
CFO	6,445
	269,752

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EAST SUSSEX FIRE AND RESCUE SERVICE

Meeting Policy & Resources Panel

Date 27 April 2023

Title of Report Productivity & Efficiency Plan 2023/24

By Assistant Director Resources / Treasurer

Lead Officer Alison Avery, Finance Manager

Background Papers Letter from Director Fire, Events & Central Management Directorate, Public Safety Group, Home Office 21 February 2023

Appendices 1. Productivity & Efficiency Plan 2023/24

Implications (please tick ✓ and attach to report)

Any implications affecting this report should be noted within the final paragraphs of the report

CORPORATE RISK		LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL	✓	POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT To set formally report to the Panel the Authority’s Productivity & Efficiency Plan which was published and submitted to the Home Office by the deadline of 31 March 2023.

EXECUTIVE SUMMARY The [National Framework](#) sets a requirement that Fire and Rescue Authorities (FRAs) produce and publish annual efficiency plans. There is a specific request from the Minister of State for Crime, Policing and Fire that in 2023/24, FRAs produce plans that not only cover planned efficiencies, but also their plans for increasing productivity.

As part of the 2021/22 Spending Review, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and to increase productivity by 3% by 2024/25. The 2023/24 FRA Productivity and Efficiency Plans will help the

NFCC, LGA and Home Office to collate evidence and to assess likely progress at national level against the agreed Spending Review Goals.

It is a requirement that the Productivity and Efficiency plans are signed off by the relevant Section 151 Officer.

Because the detailed requirements for the Plan were only circulated on 21 February and the deadline was 31 March there was no opportunity to submit the Plan for prior approval by the Fire Authority.

A draft Productivity & Efficiency Plan was presented to the Senior Leadership Team on 22 March and a final version published on the Authority's website by the deadline of 31 March.

[Financial information | East Sussex Fire & Rescue Service \(esfrs.org\)](http://esfrs.org)

A copy is attached at Appendix 1. It follows the format and requirements set out in a letter from the Home Office dated 21 February 2023. It is understood that the Home Office will carry out further analysis of the Plans once they are received.

RECOMMENDATION

The Panel is recommended to:

- a) note and comment upon the Productivity & Efficiency Plan 2023/24 as published and submitted to the Home Office
 - b) identify any further information that is required from Officers
-

EAST SUSSEX FIRE AUTHORITY

PRODUCTIVITY & EFFICIENCY PLAN 2023/24 (FINAL)

INTRODUCTION

The [National Framework](#) sets a requirement that Fire and Rescue Authorities (FRAs) produce and publish annual efficiency plans. There is a specific ask from the Minister of State for Crime, Policing and Fire that in 2023/24, FRAs produce plans that not only cover planned efficiencies, but also their plans for increasing productivity.

As part of the 2021/22 Spending Review, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and to increase productivity by 3% by 2024/25. The 2023/24 FRA Productivity and Efficiency Plans will help the NFCC, LGA and Home Office to collate evidence and to assess likely progress at national level against the agreed Spending Review Goals.

It is a requirement that the Productivity and Efficiency plans are signed off by the relevant Section 151 Officer

SECTION 1: PRIMARY INFORMATION

a. Budget 2023/24

The Authority's revenue budget for 2023/24 was set on 9 February 2023 alongside our Medium Term Finance Plan (MTFP) 2023/24 – 2027/27 and our Capital Programme 2023/24 – 2027/27. A summary of the Authority's planned spending and sources of income is shown below in Table 1. A fuller breakdown is also provided at Annexe A. Further analysis in the format required by the Home Office is included at Annexe B. The Authority's full budget papers and MTFP can be found at [Financial information | East Sussex Fire & Rescue Service \(esfrs.org\)](#)

Table 1 – Analysis of planned spend and sources of income

	2022/23	2023/24	Proportion
What we spend	£m	£m	
Employees	31.2	33.7	75%
Running Expenses	11.7	12.2	27%

Capital Financing	0.9	0.9	2%
Gross Service Expenditure	43.8	46.8	104%
Income & Specific Grants	(2.6)	(2.6)	(6%)
Net contribution to Reserves*	0.6	0.9	2%
Net Budget Requirement	41.8	45.1	100%
How we are funded			
Government Grants	3.9	4.1	9%
Business Rates	8.6	9.7	22%
Council Tax	29.3	31.3	69%
Total Funding	41.8	45.1	100%

*The contribution to reserves is the net figure of all reserve transfers and includes the £0.636m drawdown from reserves to balance the budget in 2023/24.

b. Reserves

Reserves are an essential part of good financial management. They help authorities cope with unpredictable financial pressures and plan for their future spending commitments.

The Authority's Reserves and Balances Strategy is agreed annual as part of its budget papers and can be found at [Financial information | East Sussex Fire & Rescue Service \(esfrs.org\)](https://www.esfrs.org). It sets out how the adequacy of the level of General Reserves has been assessed and the details of the level and purpose of the Authority's Earmarked Reserves. The format reflects the template developed by the NFCC Finance Co-ordination Committee to promote greater consistency across the sector.

In order to produce a balanced budget for 2023/24 a total of £0.636m will be funded from reserves. This is a legitimate approach where it assists with smoothing the impact/delivery of planned savings, however this approach cannot form an

ongoing part of budget setting as it is not financially sustainable. This is the second year in which the Authority will have used reserves to balance its budget. The Authority must take the necessary action in 2023/24 to ensure that proposed additional savings of £0.721m are delivered by 1 April 2024. This will reduce the requirement, based on current modelling, to use reserves to balance the budget in future years.

Details of the reserve funding to balance the 2023/24 budget is shown in the table below.

	£'000
Carry forward reserve	116
Sprinkler reserve	440
Financial stability reserve	80
Total reserve funding	636

The Authority holds a number of earmarked reserves to support the delivery of a range of strategies and projects. These are all planned to be consumed in the next year or two as these projects are delivered. The Improvement and Efficiency earmarked reserve is used to support various projects, invest to save and efficiency initiatives and stands at £486,000. Further contributions of £200,000 a year from 2024/25 will be made to the Improvement and Efficiency reserve to support further work. The I.T. reserve is topped up annually from the revenue budget (by £592,000 a year from 2023/24) to deliver the IT strategy and a one-off additional payment of £0.250m is planned for 2025/26.

The Authority is required to maintain general reserves sufficient to cover the key financial risks that it faces, and currently sets its policy for the General Reserve at a minimum of 5% of its net revenue budget. The detailed risk assessment indicates that the overall assessed risk has not changed since last year. The National Fire Framework requires authorities to explain the reasons for holding general balances above 5%. Based on Home Office published analysis of standalone FRA Reserves (as at 31 March 2021) the Authority holds above average levels of General and Earmarked Reserves and Capital Reserves. Capital Reserves are used to support the financing of the Capital Asset Strategy and will be exhausted by the end of 2023/24. The level of General Reserves held also reflects the current uncertainty about Fire Sector funding beyond 2023/24. A summary of the forecast year end reserves and balances position is set out in table 2 below.

The general reserve is currently 3.84% of the revenue budget during 2023/24. The MTFP includes provision for increasing the reserve by £1.021m over 2023/24, 2024/25 and 2025/26 to return the reserve to the 5% minimum as per the policy.

TABLE 2: Summary of Forecast Reserves

	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	31/03/2028
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Programme Reserve	3,906	0	0	0	0	0
Other Earmarked Reserves	6,898	3,718	2,568	1,956	2,065	2,165
Total Earmarked Reserves	10,804	3,718	2,568	1,956	2,065	2,165
General Fund	1,413	1,732	2,334	2,434	2,434	2,434
Capital Receipts	526	0	0	0	0	0
Total Useable Reserves	12,743	5,450	4,902	4,399	4,499	4,599

c. **Precept**

The Fire Authority's decision to increase its precept by £5 (the maximum allowable without a referendum) was driven primarily by its commitment to continue to deliver the services set out in its Integrated Risk Management Plan 2020-25, its Operational Response Plan and its Attendance Standards. Even with the £5 increase in 2023/24 the impact of increases in both pay and non-pay costs mean that the Authority will need to use £0.636m of its reserves to balance its budget and will need to deliver additional savings of £0.721m by 2024/25 (beyond savings of £1.669m already planned for 2023/24 and 2024/25). Since the budget was set a revised pay award for grey book staff of 7% in 2023/24 and 5% in 2024/25 has been agreed and a provisional offer made to green book staff of £1,925 (flat rate). This is above the levels budgeted for (5% and 4% respectively) and is forecast to result in additional pressures of £0.723m in 2023/24 and £0.878m in 2024/25.

d. Efficiency

Since 2010/11 and to the end of this MTFP, the Authority has made, and has planned to make, savings totalling £13.046m of which £10.751m will have been delivered by the end of 2022/23. The MTFP includes savings of £1.295m for 2023/24 and savings of £2.295m over the duration of the MTFP. These savings are shown in table 3 below.

Table 3: Savings

Description	Directorate	23/24	24/25	25/26	26/27	27/28
		£'000	£'000	£'000	£'000	£'000
<i>Removal of Temporary Increases</i>						
Reduce contingency - one year only - reversal	Central	48	0	0	0	0
IT projects to be re-profiled - reversal	RT	33	0	0	0	0
<i>Existing Service Savings approved February 2022</i>						
Procurement Savings	Central	(25)	(25)	(25)	0	0
Insurance – installation of CCTV on fleet	RT	(15)	(15)	0	0	0
Telent Contract savings	RT	3	(8)	(12)	48	0
Firewatch Benefits Realisation	PS	(12)	(13)	0	0	0
Estates Strategy savings	RT	(45)	(45)	(45)	(45)	0
CRM Benefits Realisation	SC	(50)	0	0	0	0
IRMP Savings	SC & OSR	(49)	(297)	0	0	0
<i>New Service Savings</i>						
Finance Business Partner	RT	(60)	0	0	0	0

Finance Support Services Contract 1	RT	(35)	0	0	0	0
Insurance - removal of PA cover	RT	(23)	0	0	0	0
EIRS	RT	(27)	0	0	0	0
Trustmarque 0365 EA Agreement	RT	(20)	0	0	0	0
Astrium	RT	(8)	0	0	0	0
BT	RT	(22)	0	0	0	0
ITG Training	RT	(3)	0	0	0	0
SEE Phase 4	RT	(30)	0	0	0	0
Finance and Improvement	RT	(30)	0	0	0	0
Additional Business Rates Savings	RT	(106)	0	0	0	0
Existing Estates Savings Target	RT	45	45	16	0	0
Licenses	RT	(4)	0	0	0	0
Consultants Fees	RT	(20)	0	0	0	0
E-recruitment (Jobtrain system contract + accessibility)	PS	(4)	0	0	0	0
Firewatch Benefits Realisation - reversal of duplication of savings	PS	25	0	0	0	0
Firewatch Benefits Realisation – reprofiling of savings	PS	12	0	(12)	0	0
HR Travel and licences budget savings	PS	(9)	0	0	0	0
NHS recharges	PS	(4)	0	0	0	0
VDU Eye Tests	PS	(2)	0	0	0	0

Occupational health third party - psychology	PS	(8)	0	0	0	0
Occupational health third party - medical fees	PS	(10)	0	0	0	0
Officers Subsistence	PS	(1)	0	0	0	0
EDI training	PS	(10)	0	10	0	0
Car allowance	PS	(4)	0	0	0	0
External Training	PS	(160)	0	160	0	0
Engineering Fitting Out	OSR	(30)	0	0	0	0
Engineering Heavy Rescue Equipment	OSR	(52)	0	0	0	0
Control ICT SLA	OSR	(199)	0	0	0	0
Budget Coding Error - CRM	SC	(54)	0	0	0	0
Removal of Additional Availability Allowance	SC	(20)	(16)	0	0	0
NI reduction	All	(230)	0	0	0	0
Support Staff Pay Vacancy Factor	All	(80)	0	0	0	0
Required savings	All	0	(721)	0	0	0
Overall Total		(1,295)	(1,095)	92	3	0
Cumulative Total		(1,295)	(2,390)	(2,298)	(2,295)	(2,295)

Within the MTFP it has been assumed additional savings of £0.721m will be made with effect from 1 April 2024, as shown in table 4 below. Tranches 1-3 were agreed by the Authority in February 2023 and a further report on tranche 4 will be made to its meeting in June 2023.

Table 4 – Additional savings proposals for 2024/25

Tranche	Description	Revenue Saving £'000	Date Saving taken by	Public Consultation
1	Remove 3 Retained Duty Support Officers posts	(185)	April 24	No
2	Remove On-call at Lewes and increase wholtime crewing from 9 to 10	(42)	April 24	No
	Remove On-call at Crowborough and increase wholtime crewing from 9 to 10	(66) (108)	April 24	No
3	Structural review & Related ways of working	(350)	April 24	No
	Reduction of Estate	(80)	April 24	No
	Departmental savings (non-staff related)	(200)	April 24	No
		(630)		
	Tranches 1 – 3 total	(923)		
4	Reconsider the delivery model in the East of the Service area, ensuring 2 immediately available appliances in		April 24	Depending on options a decision will be taken on whether

	<p>Hasting, over a 24 hour period, 7 days a week. The delivery model should provide a set of options addressing any final financial shortfall through the MTFP not addressed by tranches 1-3.</p> <p>Additional savings may not be required from this tranche but a sliding scale of options optimising Service delivery will be set out up to £300K, considering:</p> <ul style="list-style-type: none"> • Current IRMP decisions • Crewing models • Crewing of specialist appliances 	(up to £300K)		consultation is appropriate
	Tranche 4 total	(Up to £300K)		
	Summary			
	Tranches 1 – 3	(923)		
	Tranche 4	(300)		
	Tranches 1-4	(1,223)		

The primary risks / barriers to delivery of our savings / efficiency plans are:

- Capacity within the Service to develop and implement the plans, including funding where necessary – all projects and initiatives are reflected in our business and budget plans but this could be affected by unplanned activity including industrial action
- Capacity of partners – some of our savings / efficiency plans are delivered through collaborative activity and are dependent on the ability of partners to deliver to agreed timelines – appropriate governance arrangements are in place for all collaborative activity and are overseen by Senior Leadership Team / Strategic Change Board
- The outcome of public consultation should that be required, for example for the tranche 4 review of provision in the East of the county – further proposals will be considered at Fire Authority in June 2023 and funding for a third-party consultation provider has been included in our budget

e. Productivity

As set out in the productivity section below we have monitored productivity of watch-based staff for several years that allows for historical comparison as well as comparison between work groups/watches. We have seen increased productivity in many watch-based activities captured through our end of month watch returns. Our Annual Assessment of risk ensures a % of watch capacity is directed to Road, Fire, Protection or Water prevention activities based on the risk profile for that station area. All activities are collated within the initiatives library with all attracting an evaluation toolkit and Equality Impact Assessment to ensure we maximise added value to our varied communities. Home Safety Visits (HSVs), Fire Safety checks and SSRI (Site Specific Risk Information) visits are all allocated through a holistic risk reduction methodology.

Our current IRMP and Medium Term Financial Plan will see a further reduction of 14 WT staff and the removal of 2 on-call sections but the aim is to maintain current performance and productivity levels with reduced workforce at productivity levels that have largely improved year on year over the last 5 years acknowledging the impact of Covid period. This will require remaining sections to enhance performance, which will be achieved through technology (£2 million invested in key IT system,) flexible contracts for dual contract and on-call staff, reallocation of administration activities to support roles maximizing firefighters' time with the public and enhanced training supporting high risk vulnerable Safe and Well and Fire Safety visits.

Watch based activity is measured through the end of month returns and further scrutinized through Safer Communities, Operations Committee, SLT and Fire Authority Scrutiny & Audit Panel through tier 1 and 2 performance measures.

SECTION 2: SECONDARY INFORMATION

	Description	Efficiencies		2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28
		Non cashable	Cashable	£'000	£'000	£'000	£'000	£'000
a.	Collaboration							
i	Finance Support Services – provision of a range of transactional and professional finance support services by East Sussex County Council / Orbis, along with the SAP ERP system on a cost recovery basis under a Collaboration Agreement. This provides cost effective access to a range of services and professional skills and additional resilience.	Yes	Yes	35	35	35	35	35
ii	Legal Services – provision of the Authority’s Monitoring Officer / Deputy Monitoring Officer and legal services by Brighton & Hove City Council / Orbis Public Law on a cost recovery basis under a Collaboration Agreement.	Yes	Yes					
iii	Estates - Shared Service – a business case has been agreed to establish a shared Estates and Facilities Management Service with Sussex Police. A number of shared posts are already in place. The shared service will provide the capacity, skills and resilience necessary to deliver the Authority’s Estates Strategy, ambitious capital investment plan and associated savings target.	Yes	Yes	106	106	135	180	180
iv	Estates – Shared Premises – the Authority has a shared Headquarters (with Sussex Police since 2017) and 3 further sites where other blue light or public services are co-located on a formal basis. We are exploring the potential to co-locate SECamb and Sussex Police onto a further 6 fire station sites. The income generated from co-location contributes to the delivery of our Estates Strategy saving (see a.iii above). The disposal of our old HQ along	Yes	Yes					

	with approx. 30 service houses generated over £10m of capital receipts and has been used to finance investment in our remaining Estate. Our ongoing HQ revenue costs were reduced by £150,000 pa.							
v	<p>Joint Fire Control (JFC) – Under a S16 Agreement Surrey County Council provides a joint mobilizing and control service on behalf of Surrey, East Sussex and West Sussex Fire Authorities. This provides a cost effective and resilient solution for this business-critical function, with the move from 3 separate to a single shared control room. We are developing a joint roadmap which will ensure upgrades are applied once.</p> <p>An additional benefit is working across the three services JFC is aiming to align operational ways of working and further investment in mobilizing and associated IT systems to deliver further efficiencies.</p>	Yes	No					
vi	<p>Integrated Transport Function (ITF) – The ITF Project was established to deliver a collaborative approach to fleet and engineering functions across a number of partners (East Sussex Fire & Rescue Service, West Sussex Fire & Rescue Service, Surrey Fire & Rescue Service, Surrey Police, Sussex Police and SECamb). Supported by Fire Transformation Fund Grant the project has delivered savings in fuel costs, a collaborative approach to bunkered fuel stocks and a joint procurement for vehicle telematics significantly lowering the cost per unit. It is consolidating workshop sites and developing opportunities for joint structures.</p> <p>A business case is being developed for the South East Hub Workshop (where this Service is the lead) which has the potential</p>	Yes	Yes					

	<p>to deliver savings by re-insourcing servicing and maintenance currently carried out by third parties.</p> <p>East and West Sussex have jointly procured on-vehicle CCTV achieving economies of scale. Once fitted to the Service's fleet this will result in reductions in our insurance costs (see d. xi below)</p>							
vii	<p>Occupational Health (OH) – OH services were moved from legacy outsourced provision into a shared service with Surrey & Sussex Police and Surrey FRS in 2018. Service levels have improved and along with additional investment have delivered improved resilience and support for the physical and mental well-being of our staff. Savings have been delivered in a number of specialist contracts that support the OH service.</p>	Yes	No	18	18	18	18	18
viii	<p>Insurance – Fire & Rescue Indemnity Company (FRIC) – the Authority moved its insurance from traditional market procurement to FRIC, a hybrid discretionary mutual owned by 13 member FRS, in 2019 with an initial saving of £0.188m. Costs have continued to track below comparable market rates and in 2022/23 FRIC was able to return some retained surplus to its members. Further savings will be delivered by the installation of CCTV on our fleet (see d.xi below).</p>	Yes	Yes					
ix	<p>Risk & Insurance – the Service is currently working with 3 other FRIC members to establish a shared risk and insurance team. This will provide resilience and access to difficult to recruit skills to help improve risk and insurance management practice and performance. There is the potential for this to further reduce insurance costs.</p>	Yes	Yes					

x	Business Continuity – East Sussex Resilience Partnership (ESREP) - Working with East Sussex partners ensures that the Service has a joined-up approach to business continuity that dovetails with the broader Sussex Resilience Forum (SRF). This collaboration provides access to joint exercising and significantly reduces the cost of joint training.	Yes	Yes					
xi	Fire Investigation - The 4F Collaboration for fire investigation has, and will provide multiple, non-cashable savings, particularly in relation to joint training, where each service need only organise and finance one training day per year, as opposed to four, to keep its Tier 2 Fire Scene Investigators competent. In addition, joint policy working, sharing of undertakings and information and the agreement on cross border working will provide the opportunity to make financial savings, but also time saving, through a collaborative work approach drawing on the resources of our partners when necessary.	Yes	Yes					
xii	4F – Operational alignment - This project aims to align operational ways of working through policy and equipment across East and West Sussex, Kent and Surrey FRS. This will increase the ability to work effectively cross border as well as produce efficiencies through joint procurement exercises for example our Incident Control Units and Breathing Apparatus. Both of these projects are in their early stages and savings / efficiencies have not yet been built into our MTFP / Capital Programme.	Yes	Yes					
xiii	Support for South East Coast Ambulance (SECAmb) – With our 4F partners (West Sussex, Kent & Surrey), the Service has entered into a formal Service Level Agreement (SLA) with SECAmb. This generic SLA has 7 specific appendices that partners can consider and choose to sign up to at any time that range from co-responding	No	No					

c.	Charging Policies							
i	Special Service Charges – the Service has a schedule of charges for special services which is published annually as part of its budget papers. Income levels are low and inconsistent and no budget target is set.	No	No					
ii	Large Animal Rescue (LAR) – The Service has a policy to charge for in certain limited circumstances. The primary driver is demand management rather than income generation and no budget target is set.	Yes	No					
iii	Lift Rescue – as part of its IRMP the Service has reviewed its policy of lift rescues and this is currently focused on working with those who own and operate relevant buildings to encourage behaviour change. The option to charge for lift rescue may be considered at a future stage.	Yes	No					
iv	Primary Authority Partnership (PAP) – Provided under the Primary Authority Scheme, these partnerships provide a way for the Service to support businesses across the Country in their work to comply with fire safety legislation. It helps to promote consistency and efficiency in legal compliance on a cost recovery basis. The current income target is £19,000 pa and work is underway to expand this.	Yes	No					
v	Commercial Training – the Service provides fire safety training to local businesses on a cost recovery basis. A review is currently underway to determine if there is scope to generate additional income through this service.	No	No					
d.	Asset Management & Investment in Technology							

i	<p>Fleet Asset Management Replacement – the Service has manual processes in place for undertaking equipment and appliance checks and recording / reporting defects. The Service is currently replacing its end-of-life fleet asset management system with a new cloud-based system, Transend, which has the capability to digitize these processes. Once the initial implementation of Transend is complete, subject to a business case, a further phase will seek to implement this functionality delivering both cashable and non-cashable savings.</p>	Yes	Yes					
ii	<p>Health & Safety Management – The introduction of a new health and safety management system brings all related H&S policies into one overarching policy with a set of standards which will ensure consistency of reporting. The planned implementation of an electronic system will streamline the process further and ensure all reporting and documentation is held digitally. The business case for the implementation of an electronic H&S system will identify cashable and non-cashable efficiencies.</p>	Yes	Yes					
iii	<p>CRM – a significant investment in MS Dynamics CRM will deliver efficient and effective process for Site Specific Risk Information (SSRI), Home Safety Visits (HSVs) and Business Safety Inspections with associated savings in time, printing and storage alongside significantly improved data, information and reporting. The Business Safety Module will also ensure compliance with the Grenfell Tower Action Plan 1 (GT1). We are also implementing mobile apps and issuing tablet devices to central and station-based staff which is enabling an increase in the number of SSRIs, HSVs and business safety activities delivered (see section h. Productivity below) We are currently working with our IT partners Telent and Tisski to commercialise this product.</p>	Yes	Yes	155	155	155	155	155

iv	Firewatch – a significant upgrade and implementation of further modules of our HR system have delivered Employee Self Service and more efficient processing of Retained Pay claims, alongside integration with our Vision Mobilising system.	Yes	Yes	12	25	25	25	25
v	MBOS Project – East Sussex County Council (ESCC) is leading this project to replace our existing SAP ERP system with Oracle Fusion. This provides the opportunity to streamline existing finance, procurement and payroll processes, and in future phases to further integrate services with ESCC.	Yes	Yes					
vi	Wide Area Network Replacement – this project which is being delivered through the local public sector partnership South East Grid (SEG – formerly known as LINK) will provide greater resilience and bandwidth to all of our sites (enabling delivery of more cloud-based services and a better quality user experience) with a small reduction in ongoing revenue costs compared to the current service model.	Yes	Yes	11	11	11	11	11
vii	Mobile IT and video conferencing – provision of mobile IT and Webex videoconferencing enabled improved flexibility and resilience especially during the Covid Pandemic and also the co-location of our Headquarters with Sussex Police in 2017 resulting in a capital receipt of £4.4m and ongoing revenue savings of £150,000 pa. Further efficiencies are planned from the Service's review of Post Covid Ways of Working (see b. i above) which will review our mobile IT provision.	Yes	Yes					
viii	Modern.gov – this system streamlined processes for the publication of papers for Fire Authority and Panel meetings resulting in small savings in time and printing costs of £3,000 pa	Yes	Yes					

ix	MS Office 365 – the Service is currently completing the technical roll out of Office 365 and is drafting a business case for business implementation which will identify cashable and non-cashable efficiencies expected for example from further process digitization.	Yes	Yes					
x	Fleet Capital Programme - The Fleet & Equipment Strategy and 5 year Capital Programme have been aligned with the Service's IRMP 2020-25. This included the removal of 5 P4 appliances and the provision of an additional aerial appliance to replace the existing combined aerial rescue pump in Eastbourne. In overall terms this delivered a saving on capital investment of £528,000 by 2022/23. Improvements to forward procurement and the use of frameworks ensure that best price is achieved. Service requirements are reviewed as part of our replacement programme for special appliances to ensure that best value is achieved.	Yes	Yes					
xi	CCTV on vehicles – a business case and funding has been approved for the installation of CCTV on our fleet. As well as opportunities to learn from accidents, improve driving standards and better manage / defend insurance claims it will result in a reduction of almost £40,000 pa in our insurance costs (higher than the number currently built into the MTFP).	Yes	Yes	15	30	30	30	30
e.	Resourcing							
i	Direct Entry (DE) – the Service is committed as an early adopter to employ a DE Station Manager in 2023/24 through the NFCC DE Scheme. This is expected to deliver a more efficient route to delivering a competent SM when compared with traditional routes.	Yes	No					
ii	Flexible Resourcing Pool (FRP) (IRMP - savings included in b.ii above) - Our newly established FRP is based on the principle of having a group of operational staff that can be deployed to cover	Yes	Yes					

	crewing deficiencies across the service. They work on a duty system that provides maximum availability and can be deployed at short notice. They are also able to support a range of statutory protection activities as well as training, risk information collection and prevention activities.							
iii	<p>Flexible Overtime Policy / Efficient Crewing Policies (IRMP - savings included in b.ii above) - We have reviewed and amended our policies so that we can improve our approach to securing staff to crew appliances when there are shortfalls in our planned crewing levels. Overtime shifts will be available to both wholetime and on call colleagues and we are currently working to secure an automated technical solution within our availability system so that the business process is as efficient as possible.</p> <p>We have introduced a policy that allows us to use on call crew members that are available but who are not allocated to an appliance. This means that we can react quickly to an increase in demand and allocate available personnel to appliances that we can then deploy to meet operational demand or provide support at a protracted incident.</p>	Yes	Yes					
iv	<p>Sleeping on retained & Day Crewed Stations (IRMP - savings included in b.ii above) - We have undertaken works on 3 stations to enable outpostings to take place overnight. We are now carrying out an assessment of the remaining premises to review risk vs benefits. This has already delivered savings as the cost of outpostings is a far more effective use of personnel and resources than sending a standby pump.</p>	Yes	Yes					
v	<p>Day Crewed Duty System (IRMP - savings included in b.ii above) – the Service is moving from the conventional four on four off duty</p>	Yes	Yes					

	pattern at all of its day crewed stations (6) to a one watch flexible rostering duty system. This means that additional shifts are available to carry out prevention, protection, and response activities by the station staff, but also allows for the establishment to be reduced at these stations. This will enable both cashable savings through a reduction in staffing and also reinvestment of resources into protection.							
vi	Group Crewing in Brighton & Hove (IRMP - savings included in b.ii above) - Within the City of Brighton and Hove we have changed the crewing model at three stations. The establishment across the stations is at a level where stations are crewed to our acceptable crewing level and a provision to cover late notice sickness is included. This has seen a reduction in posts, but the establishment at the stations provides sufficient FTE's to cover annual leave and sickness.	Yes	Yes					
vii	Removal of 3 Retained Duty Support Officer posts (MTFP additional savings Tranche 1) - We have removed 3 Retained Duty Officers Posts, as a result of the changes to our Day Crewed Duty System and implementation of the Flexible Resource Pool we have been able to devolve these responsibilities to the Station Managers.	No	Yes	0	185	185	185	185
viii	Removal of On-call crews at Lewes and Crowborough and increase in wholetime crewing at those stations from 9 to 10 (MTFP additional savings Tranche 2) - We plan to remove the On Call sections from two of our Day Crewed Duty System Stations and increase Day Crew watch strength by one, offering more resilience and guaranteed cover along with a net saving.	Yes	Yes	0	108	108	108	108

ix	Reconsider the delivery model in the East of the Service area, ensuring 2 immediately available appliances in Hastings, 24-hour period, 7 days a week. (MTFP additional savings Tranche 4 – subject to further report to Fire Authority June 2023)	TBC	TBC					
f.	Procurement							
i	Procurement Strategy – ongoing savings target of £25,000 pa built into MTFP	Yes	Yes	25	25	25	25	25
ii	Insurance (see a.viii above) – saving on transition to Fire & Rescue Company (FRIC) £188,000. Additional saving through CCTV budgeted at £30,000 (see d. xi above).	Yes	Yes					
iii	PPE – use of national PPE framework. Saving on implementation £98,000.	Yes	Yes					
iv	Uniform / Workwear- use of the national framework gave opportunities to rationalize range of issue which funded investment in improved quality. Subsequently the national framework was ended early and the Service is now closely engaged with a new national PPE & Uniform project.	Yes	No					
v	Vehicles (heavy fleet, light fleet, specials) – one-off savings of £126,000 via national framework led by Devon & Somerset FRS	Yes	Yes					
vi	Energy – energy procurement through collaboration with East Sussex CC to access Crown Commercial Services contract allows the Service to benefit from aggregation / lower prices and forward procurement.	Yes	No					

vii	NFCC FM & Construction Task & Finish Group – this group is examining opportunities to deliver savings through collaborative procurement of FM and construction	Yes	No					
viii	4F Breathing Apparatus & Incident Command Unit – see a. xii above.	Yes	Potentially					
ix	Occupational Health – shared service with other Blue Light Services (see a. vii above) saving on specialist support contract of £3,000 pa	No	Yes					
x	Emergency Response Equipment – via national West Midlands FRS led framework – savings of £37,000 pa	Yes	Yes					
xi	Stationery Supplies – via South East Regional Consortium saving on implementation of £11,000 pa	Yes	Yes					
xii	BA Compressor Servicing – joint procurement with West Sussex FRS - saving on implementation of £5,000 pa	Yes	Yes					
xiii	Hose testing - joint procurement with West Sussex FRS	Yes	No					
xi v	Smoke Alarms – via National West Midlands FRS led framework - saving on implementation of £1,000 pa	Yes	Yes					
g.	Local initiatives							
i	Alternative Delivery Models for Prevention – The Service is developing a business case to move to alternative delivery models e.g. charity or mutual, for delivery of its prevention activity with the aim of being able to access grant funding and other income streams thereby partially offsetting the current cost of delivery. The business case will build on existing commissioned services e.g. the	Yes	Yes					

	installation of Child Safety equipment through a contract on behalf of the local authority which delivers income of £45,000 per year and award-winning initiatives such as Safety in Action and Safe Drive Stay Alive.							
ii	<p>Volunteer Scheme – Befriending service</p> <p>The Service developed a befriending service during Covid to make and keep contact with vulnerable clients, predominantly living on their own, to support them during the pandemic. We have continued the service because evaluation showed it was very much needed and appreciated. Subsequently we have started discussions with East Sussex Public Health to further develop the scheme and develop an evaluation to better assess the benefits to the community.</p>	Yes	No					
Ph. 62	Productivity							
i	Is the FRS pursuing the sector-wide Spending Review target of improving the productivity of wholetime firefighters by 3% by 2024/25 (2021/22 baseline)?							
	<p>Yes - we currently monitor wholetime firefighter productivity through our a process of End of Month return which has been refined over a period of several years.</p> <p>HSVs delivered by Operational Crews:</p> <p>20/21 =7205 21/22 = 9449 22/23 = 9851</p> <p>FSC/Audits delivered by Operational Crews:</p> <p>20/21 = 90 FSC/356 Audits 21/22 = 1393 FSC/470 Audits 22/23 = 1474 FSC/484 Audits</p>							

Operational firefighters seek to deliver 7,000 Home Safety Visits annually. They also deliver 1,200 community safety, education and/or awareness activities per year, linked to their Annual Assessment of Risk. The End of Month Return sets the baseline Risk Reduction activities for each individual work group against the key thematic interventions, Road safety, Home safety and Water safety. The impacts of Health stretch across Fire, Road and Water and have been incorporated into these specific areas.

Operational wholetime firefighters are set to deliver 1,500 Fire Safety checks in 2022/23. This is an 18% increase from the 1,250 level of 2021/22 and 275% increase from the 400 level of checks in 17/18. The Service increased its collation of Site-Specific Risk Information visits by 345 in 21/22 to accommodate the identified multi occupied high rise buildings, identified through the Building Risk Review Programme under GT1.

We are approaching the final stages of the implementation of a new IT system that will underpin our SSRI, Prevention and Protection functions supporting the use of tablets at scene. This investment will see the reduction of 4 posts across the Service, alongside savings in paper, courier, copying and storage.

Once in production further efficiencies in the form of post savings will be achievable. The data once the visits completed will be immediately uploaded to the data base removing a number of manual processes. There will also be a benefit of all records will be standardized, the user will not be able to proceed in the check/visit unless all required information has been inputted, reducing the risk of incomplete records with less time spent querying issues.

ii How the FRA is measuring its productivity, and progress towards this target?

Productivity is measured through Tier 1 and 2 performance measures that are underpinned by watch/team based end of month returns (tier 3 and 4 measures). This productivity and performance intelligence is displayed through dashboards (PPD1) on CRM that managers readily access. These dashboards are reviewed and scrutinised through delivery and strategic boards.

Our Annual Assessment of Risk defines the requirement to deliver both home fire safety visits and fire safety checks across the service. We deploy our resources, ensuring they have capacity, to target identified risk within our communities and deliver 10,000 home safety visits and 1,500 fire safety checks. These performance levels are viewed as a Risk Reduction baseline offer that prioritises resources to areas locally assessed as most in need. For each station we have an end of month return process that supports our crews and stations to record against the levels of activity required to achieve the end of year baseline community offer.

In addition to the baseline community offer the Service allocates additional watch resource by assessing the localised risk and determining the additional weight/percentage of intervention that is appropriate against each of the key intervention themes (Road Safety, Home Safety, Water Safety ad Fire Safety) by station ground. Each theme-based activity sits within the initiatives library and comes in the form of a toolbox to support crews and staff to deliver key safety messages across our local communities.

Health safety is a consideration at all interactions and engagement events within the community.

The end of month return records the number of community, education and awareness activities, by collating the number of completed CS2 records.

The end of month return watch template is included below:

MMM / YR	STATION	WATCH
Mar-23	76 BOHEMIA	RED

MONTHLY SUPPORT RETURN

PERFORMANCE & ASSURANCE - Community & Partnership Engagement							
RISK REDUCTION	Interaction	Monthly	Monthly Total		Accumulative	Year to Date	
	HSVs	14	Completed	Other*	168	Completed	Other*
	OpFSC	4	1	1	48	31	14
	Community Engagement	2	Fire	Road	16	Fire	Road
			1	1		5	2
			Water	Mixture		Water	Mixture
		0	1		0	20	
		3			27		
SSRIs	Number Completed	Very High	High	Year to Date	Very High	High	
		0	0		9	3	
		Medium	Low / Very Low		Medium	Low / Very Low	
		0	0		1	3	
CTNs	Number Completed	0		Year to Date	11		

COMMENTS (Highlights & Exceptions)

OPERATIONAL PREPAREDNESS / ASSURANCE						
Exercises		Quarter 4		Fighting Fires - Shop Alongside		
Level	Annual Target	Monthly Total	Info Sent to Exercise Mailbox		Annual Total	
1	12	3			37	
2	3-Attend / 1-Organise	0			3	
Date	Level	Exercise Type / Location		Pumps	Multi Agency	Joint FRS
03/06/23	1					
06/03/23	1					
14/03/23	1					
Post Incident & Debrief Reviews (including Exercises)						
Date	Level / Incident No	Exercise Type / Location or Address			Review Forms Sent to Ops Assurance Mailbox	
14/03/2023	2					

OPERATIONAL PREPAREDNESS - Maintenance of Competence					
Competency Framework					
Month	Delivered/Completed by Watch	Personnel Absent for Month			
		Initials	Reason	Initial	Reason
Safe to Ride (ICS L1)		At Least Once a month			
Name	Service No	Date of Acting Up		Appliance	
Driving Familiarisation		EFAD to Drive at Least Every Two Months (inc Specials) and to Include 1 Blue Light Run 6 Monthly			
Name	Service No	Date	Name	Service No	Date
Qualification Check		Up-To-Date	All Watch Members		
			Name	IF NO - Reason	
Breathing Apparatus	YES				
Incident Command	YES				
Water Safety	YES				
Driving (ERDT)	YES				
Medical Care					
RTC	YES				
Safe Working @ Height	YES				
Hazmat	YES				
Pumps	YES				
Specialisms	YES				
Step Test					
Medical					
Asbestos					

PEOPLE - Staff Wellbeing, Attendance & Performance Management						
Initials	Status*		Date	FireWatch &/or Paperwork Completed		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
	RS	/ MD	/ WEL	/ RTW		
* Status	RS	=	Reported Sick	WEL	=	Welfare (02-82 / 02-88 WEL)
	MD	=	Modified Duties	RTW	=	Return to Work (02-88 RTW)

TRiM Interventions					
Incident No	Date	Paperwork Completed & Emailed	Incident No	Date	Paperwork Completed & Emailed

Watch Development					
Development Folder					
Number in Development		WM	CM	FF	
Name	Role	Reviewer's Name	Status	Reviewed Date	

Rolling Review		
CLICK HERE TO COMPLETE RELEVANT INFORMATION!	No Completed	No Outstanding
Rolling Review - Annual	7	-7
Rolling Review - Periodic	11	
CPD	7	-7

PROFESSIONAL STANDARDS	
Description	COMPLETED
Standard Tests & Equipment Maintenance Folder Updated (including Specials, Vehicle Log Books & Trace Records)	
All EIRs Reports Completed	
Core Brief Signed & Scanned/Emailed to HQ	
Health & Safety Bulletins Signed Off	
General Administration / Routines / Stores Checked	
Firewatch Accurate and Up-to-Date (e.g. Leave)	
Monthly PPE Check / Log Book Up-to-Date	
Fuel / Meter Reading returned (if applicable)	
Overtime Checked, Submitted to SM & List Updated	
Fire Log Book - Tests / Drills Completed & Recorded	
BA Logbooks - Daily Check / Monthly Use	

COMMENTS (Highlights & Exceptions)

Watch Manager Checked & Reviewed	Print Name	Date

iii Whether the FRA is able to provide data for, and take part in, the forthcoming sector wide utilisation survey which will ask questions about how wholtime firefighters spend their time over the average day and night shift. If your FRA will not be able to provide data on how wholtime firefighters spend their time, what information on time spent on different activities, and productivity, can the FRS currently share, and what would be required to enable to FRA to provide such data?

We have carried out a watch capacity review that has broken down the current key activities of the shift day and night and we have allocated an appropriate time period to each of the activities undertaken. We are in the process of overlaying the operational call activity for each station to see the impact on other activities, that will assist in the comparing of performance across watches more effectively. Our new IT system offers additional efficiencies through automating critical and highly repetitive processes. The shift time allocation table below is supported by the End of Month reports that analyse all areas of performance and productivity.

Day shift/activity	Time allocated (out of 9 hour shift)
Ops preparedness	30 mins
Priority admin	15 mins
PT	45 mins
Tea Break	15 mins
Training	120 minutes
Lunch	60 mins
Prevention/Protection/ SSRIs	120 minutes
Mentoring/development/watch references	60 minutes
Prepare station for handover/ routines	60 minutes
	Total 8 hours 30 mins allotted

Night shift/activity	Time allocated (out of 15 hours shift)
Ops preparedness	30 mins
Priority admin	15 mins
PT	45 mins
Training	120 minutes
Evening meal	60 minutes

Essential work/personal development/mentoring	180 minutes
Stand-down	360 minutes
Breakfast	30 minutes
Station admin and routines	30 minutes
Prep for station handover	30 minutes
	Total 15 hours allotted

We would welcome a sector wide survey that would enable benchmarking of performance across the sector and see a real benefit in supporting the sector wide utilisation survey.

iv What tasks are being undertaken by operational firefighters, and what outcomes are these actions targeting e.g. Home Fire Safety Checks/ Audits/community engagement/support to other agencies?

Firefighters undertake a wide range of initiatives under our risk reduction approach, which is underpinned by the Annual Assessment of Risk and is supported by an Initiatives library. The Initiatives library contains a guide on how to deliver the activity, a risk assessment and an evaluation form, there are 48 activities contained within this library.

The risk reduction activities we deliver are:

Activities include: Home fire safety visits, Fire Safety Audits, SSRI's, Exercises, Multi Agency Exercises, Station open days, Community Events covering the themes of water/fire/road and Business safety, Biker Down, Safe Drive Stay Alive, Safety in Action, Cadets Scheme, The Watch Scheme, Blue Light 999 days, Sussex Safer Road initiatives (Speed-watch), Trye Safe, Dementia Awareness, Firewise, GP referral scheme, fitting of child safety equipment to name some from each thematic.

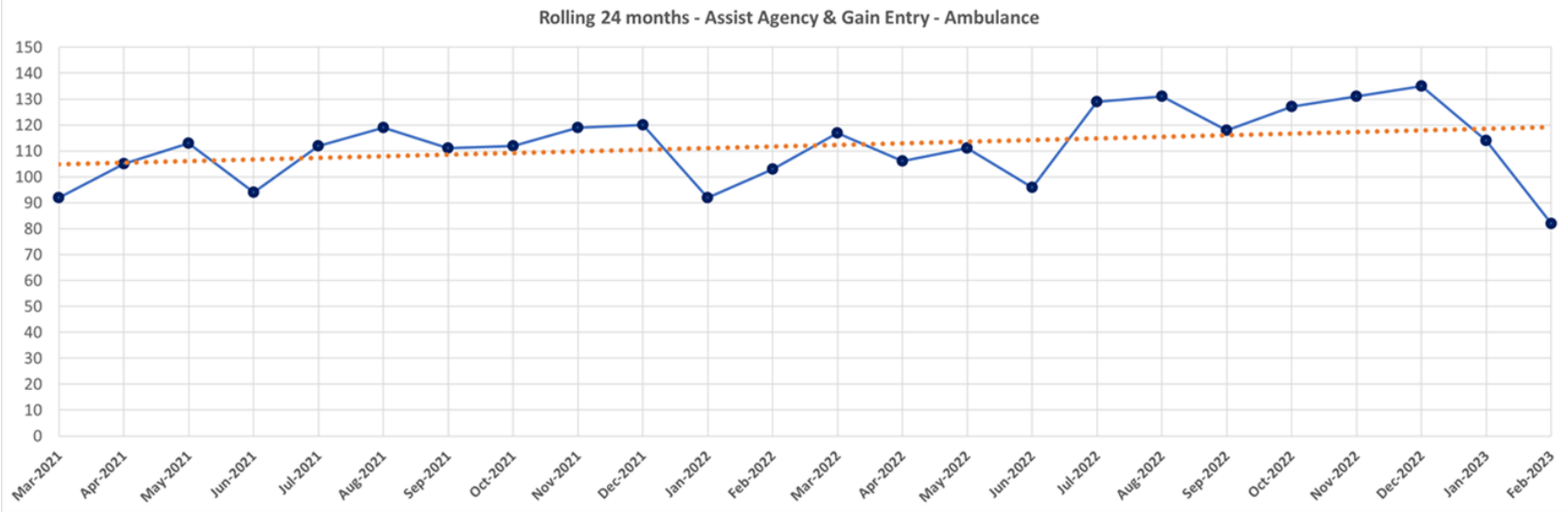
Operational firefighters seek to deliver 7,000 Home Safety Visits annually. They also deliver 1,200 community safety, education and/or awareness activities per year, linked to their Annual Assessment of Risk. The End of Month Return sets the baseline Risk Reduction activities for each individual work group against the key thematic interventions, Road safety, Home safety and Water safety. The impacts of Health stretch across Fire, Road and Water and have been incorporated into these specific areas.

Operational wholetime firefighters are set to deliver 1,500 Fire Safety checks in 2022/23. This is an 18% increase from the 1,250 level of 2021/22 and 275% increase from the 400 level of checks in 17/18. The service increased its collation of Site-Specific Risk Information visits by 345 in 21/22 to accommodate the identified multi occupied high rise buildings, identified through the Building Risk Review Programme under GT1.

In addition to general mutual aid, we also have agreements in place with Sussex Police and the South East Coast Ambulance Service to support them with activities which range from assisting with search operations, assistance for the manual handling of patients from their homes and gaining entry. During Covid we oversaw the administration of Vaccines to Lorry drivers at a local shipping port.

Whilst there has been a steady 8.13% upward trend in call numbers to assist Ambulance/gaining entry, the data shown below shows a dramatic downturn to its lowest point in the last 2 years. The red highlighted section indicates when ESFRS data moved from being from its own Fire Control to Joint Fire Control via Surrey FRS.

Date Range: 01/03/2021 00:00:00 to 28/02/2023 23:59:59																							
IRS 4i Data																							
Mar-2021	Apr-2021	May-2021	Jun-2021	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022	May-2022	Jun-2022	Jul-2022	Aug-2022	Sep-2022	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023
92	105	113	94	112	119	111	112	119	120	92	103	117	106	111	96	129	131	118	127	131	135	114	82
1292												1397											
+8.13%																							



What training and development activities are currently undertaken by wholetime firefighters on the average day, night, and/or 24-hour shift? Your answer should include the time spent on each activity by each firefighter on the average shift.

As indicated in the table in our response to question iii above, we deliver our training through our competency framework, which identifies the frequency of activities and assessments that need to take place to maintain competency. This is delivered through operational assessments, drills, e-Learns and exercises. This is monitored and assured through our FireWatch and e-learn systems.

Independent assessments of the risk critical disciplines are undertaken through an Operational Skills Refresher Programme delivered by our training centre team.

All work groups are required to undertake Operational Exercises of varying sizes on a set frequency. This is monitored through the End of Month return and through the exercise debrief process by our centralised independent Operations Team.

Personal development is monitored via our Rolling Review process and recorded with a minimum of the annual event uploaded to the central system for wider evaluation. This involves regular one to one meeting between colleagues and their line manager where, objectives are set, performance and productivity reviewed and support to further enhance performance and skills identified and actioned. Staff have a heightened awareness of how they contribute to the strategic commitments of the Service.

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Notes:

1. Cashable efficiencies are only shown where they are new / additional savings and built into the Authority's Medium Term Finance Plan (MTFP) 2023/24 – 2027/28.
2. Cashable efficiencies that have already been achieved in previous financial years (i.e. 2022/23 or earlier) are not included in the table, but may be mentioned in the narrative elements of section 2.
3. The figures shown in the columns to the right of the table are the cumulative saving in the MTFP.

Annexe A – Revenue Budget Subjective Summary

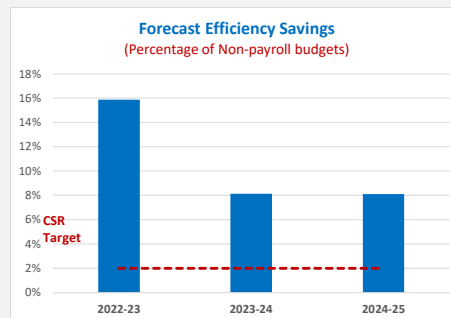
	2022/23	2023/24
	Original Estimate	Original Estimate
	£'000	£'000
Salaries, Allowances and On-costs	30,187	32,888
Training Expenses	971	746
Other Employees Costs	47	43
Employee Costs	31,205	33,677
Repair, Maintenance and Other Costs	1,406	1,455
Utility Costs	1,322	1,780
Premises Costs	2,728	3,235
Vehicle Repairs and Running costs	1,058	1,063
Travel Allowances and Expenses	95	84
Transport Costs	1,153	1,147
Equipment and Supplies	1,433	1,428
Fees and Services	4,148	4,196
Communications and Computing	1,973	1,951
Other Supplies and Services	301	266
Supplies and Services	7,777	7,841
Sums set aside from revenue	412	395
Interest Payments	474	505
Capital Financing	886	900
Grants and Contributions	(2,270)	(2,235)
Interest Received	(20)	(150)
Other Income	(323)	(256)

Income	(2,613)	(2,641)
Transfers from reserves	(462)	(1,062)
Transfers to reserves	1,092	1,961
Total Net Expenditure	41,766	45,058
Financed By:		
Council Tax	(29,288)	(31,093)
Business Rates	(7,764)	(7,776)
Revenue Support Grant	(3,325)	(3,662)
Service Grant Allocation	(535)	(302)
CSP Minimum Funding Guarantee	0	(106)
S31 Grants	(1,125)	(2,063)
Collection Fund Surplus/Deficit	271	(56)
Total Funding	(41,766)	(45,058)

Annexe B – Efficiency Template

See separate spreadsheet

	Budget			
	2021-22	2022-23	2023-24	2024-25
Revenue Support Grant	-3,226	-3,325	-3,662	-3,863
Retained income from Rate Retention Scheme	-7,801	-7,764	-7,776	-8,199
Settlement Funding Assessment (SFA) Total	-11,027	-11,089	-11,438	-12,062
Specific and special grants inside AEF	-1,307	-1,660	-2,471	-2,466
Appropriations to(+)/ from(-) reserves	964	630	899	2,734
Other Income	-2,649	-2,613	-2,641	-2,543
Sub-Total	-2,992	-3,643	-4,213	-2,275
Collection fund surplus (-)/ deficit(+)	-67	271	-56	200
Council Tax Base	290,495	294,736	297,907	300,886
Band D Precept (£)	97.43	99.37	104.37	107.48
Increase in Council Tax Base		1.46%	1.08%	1.00%
Increase in Band D Precept		1.99%	5.03%	2.98%
Council Tax Requirement	-28,303	-29,288	-31,093	-32,339
Total Income and Funding	-42,389	-43,749	-46,800	-46,476
Opening Revenue Expenditure Budget	42,389	43,749	46,800	46,800
Investment/Cost Pressures				
<u>Direct Employee</u>				
Pay Awards		1,186	1,855	638
Employers Pension Contributions		93	86	
Increase in Prevention/Protection/Response Staff		194	534	-247
Increase in Support Staff		122	338	-238
<u>Indirect Employee (e.g. training, travel etc.)</u>				
All Indirect Employee Costs		505	208	162
<u>Premises</u>				
Utilities		85	562	
Rent/Rates			27	
Other Premises Costs			77	
<u>Transport</u>				
Fleet		36		
Fuel		15	75	
Other Transport Costs		16		
<u>Supplies and Services</u>				
Increased Usage/Enhanced Provision		871	110	-23
Other Non-Pay Inflation (not included in other lines)		227	230	255
<u>Capital Financing</u>				
Revenue Expenditure Charged to Capital				
Net Borrowing Costs			15	225
<u>Other</u>				
Other Costs 1 (Please Specify)				
Other Costs 2 (Please Specify)				
Other Costs 3 (Please Specify)				
Total Cost Pressures		3,350	4,117	772
Efficiency Savings				
<u>Direct Employee</u>				
Reduction in Prevention/Protection/Response Staff		-941	-49	-297
Reduction in Support Staff		-145	-244	
<u>Indirect Employee (e.g. training, travel etc.)</u>				
All Indirect Employee Costs		-2	-214	-16
<u>Premises</u>				
Utilities				
Rent/Rates		-45	-106	
Other Premises Costs		-17		
Shared Premises				
<u>Transport</u>				
Fleet			-82	
Fuel				
Other Transport Costs				
<u>Supplies and Services</u>				
Procurement Savings		-25	-25	-25
Other Technology Improvements				
Decreased Usage		-790	-346	-37
<u>Capital Financing</u>				
Revenue Expenditure Charged to Capital				
Net Borrowing Costs		-25		
<u>Other</u>				
Other Savings 1 - Savings Requirement				-721
Other Savings 2 (Please Specify)				
Other Savings 3 (Please Specify)				
Total Efficiency Savings		-1,990	-1,066	-1,096
Closing Revenue Expenditure	42,389	43,749	46,800	46,476
Check	0	0	0	0
Efficiency Savings as a Percentage of Revenue Expenditure		4.69%	2.44%	2.34%
Non-Payroll Budgets (please overwrite with correct figures)		12,544	13,123	13,518
Efficiency Savings as a Percentage of Non-Payroll Budgets		15.86%	8.12%	8.11%
Efficiency Savings Target		2.00%	2.00%	2.00%
Notes:				
The budget pressures for 2023/24 show pay inflation as follows:				
Grey - 5% in 22/23, 4% in 23/24 and 2% in 24/25				
Green - 4% in 23/24 and 2% in 24/25				
Gold - 5% in 22/23, 4% in 23/24 and 2% in 24/25				
The negative amount in investment/cost pressures is due to reversal of one-year investment/pressures in 23/24				



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